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Lenore -
I wrote the
initial plan in
its entirety so it's
a good sample
of my work.
ER

Shanti Project

DOCUMENTS FROM THE AGENCY'S MULTICULTURAL TRANSFORMATION

1990-1992

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- o Shanti Project Multicultural Plan: 1990-1991

This is the original document which was created as a working paper to guide our diversification work over a two year period. It was prepared after 9 months of analysis, discussion and research and was approved by our Board of Directors in January, 1990. (23 pages)

- o 1990 Report on the Implementation of Shanti's Multicultural Plan

This paper was written in November, 1990 and summarizes the first year of accomplishments and failings related to the agency's work. (6 pages)

- o Office of Multicultural Affairs--1991 Goals

In preparation for the second year of work, we reviewed the original calendar and goals we had charted for the second year and revised them to reflect appropriate work for the period. (7 pages)

- o Shanti Multicultural Plan: June 1991 Report

A report on our progress as we entered the final stage of the two-year transformation. (5 pages)

- o Summary of Shanti Project's Two Year Multicultural Plan

This is the "wrap-up" document, prepared in December, 1991, which summarizes the history and content of the plan, describes the stages of the transformation, and reviews in detail each component of the plan. It identifies weaknesses as well as achievements and charts a course for the future. (7 pages)

- o Transition of Shanti Project's Multicultural Plan

A plan for integrating functions related to the transformation into managers' job duties. This was prepared at the conclusion of the two-year plan. (3 pages)

o Additional Documents

These include "Guidelines for the Affirmative Action Hiring of New Employees", "Affirmative Action Hiring", "Review of Personnel Policies", "Proposed Child Care Policy", "Guidelines for a Multicultural Audit of Shanti Programs", and "Shanti Project Multicultural Advisory Committee Members".

SHANTI PROJECT

MULTICULTURAL PLAN:

1990-1991

A WORKING DOCUMENT

supported in part by grants from
the James Irvine Foundation
and the San Francisco Foundation



EXECUTIVE SUMMARY



SHANTI
PROJECT

Shanti Project's Multicultural Plan projects a bold vision for the transformation of the agency into a multicultural organization which will better serve people with AIDS and their loved ones. The plan proposes broad programmatic changes for Shanti Project and commits the agency to a wide range of series of steps towards the agency's transformation into a multicultural organization.

Executive Summary
1. Shanti Project is a community-based AIDS service agency, which provides services to persons with AIDS and their loved ones. It is currently a single agency serving the gay, lesbian, and bisexual community in San Francisco. The agency's services have been a model in providing the care and support needed by people with AIDS.

SHANTI PROJECT

MULTICULTURAL PLAN:

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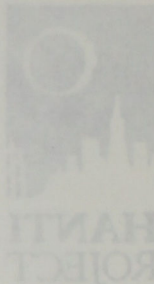
Shanti Project is committed to providing all of the appropriate services to all communities. Shanti believes that it is capable of improving the quality of the services it currently provides, improving the access of disadvantaged populations to its services, and improving its ability to work in coalition with programs based in specific communities in the provision of services.

Shanti Project is committed to continuing and strengthening the services it delivers to the gay white male community. In addition, it has targeted improving the quality of service to

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and the San Francisco Foundation



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EXECUTIVE SUMMARY

Shanti Project's Multicultural Plan projects a bold vision for the transformation of this AIDS service agency into a multicultural organization which will better serve people with AIDS and their loved ones. The plan proposes broad programmatic changes for Shanti Project and commits the agency to a wide ranging series of steps towards the agency's transformation into a multicultural organization.

Shanti Project is a community-based AIDS service agency, which provides services to persons with AIDS and disabling HIV disease and their friends, family, and lovers. Shanti has been cited internationally as a model of service to people with AIDS utilizing peer based volunteer emotional support, practical support, residential facilities, and social activities for people with AIDS. The agency's services have been a key factor in improving the quality of life of those facing terminal illness since 1974 and to people with AIDS since 1982.

A Multicultural Plan to Improve Our Services

While Shanti is proud of this history, it is cognizant of the fact that it is in large part a monocultural organization, reflecting the dominant culture of white, middle-class America. Its organizational culture currently reflects traditions, processes and activities primarily from the white, middle class male sector of the gay community, with perspectives and rituals rooted in the holistic health and the grief recovery movements. The predominately monocultural character of Shanti Project has limited the quality of its service to a number of the communities affected by the AIDS epidemic and constrained the participation of employees and volunteers in the accomplishment of its mission. Shanti Project's primarily monocultural character presents an obstacle to its provision of service to people with AIDS and their loved ones in the face of the changing social and demographic profile of people with AIDS.

The Goals of the Multicultural Plan

Shanti Project does not expect to become the single agency capable of providing all of the appropriate services to all communities. Shanti believes that it is capable of improving the quality of the services it currently provides, improving the access of disadvantaged populations to its services, and improving its capacity to work in coalition with programs based in specific communities in the provision of services.

Shanti Project is committed to continuing and strengthening the services it delivers to the gay white male community. In addition, it has targeted improving the quality of service to

people of color (particularly gay men of color), women, women with children, injection drug users and their partners, and gay men of specific subcultures (transpeople, hustlers, sex-industry workers, and leather people). It is also committed to full access of its services for the deaf and hearing impaired, people in wheelchairs and the differently abled.

In order to accomplish these objectives, Shanti Project's Board of Directors, Executive Director, staff members, volunteers, clients, and community representatives have developed this multicultural plan.

Key Components of the Plan

The Shanti Multicultural Plan features the establishment of a position of Director of Multicultural Affairs which oversees the implementation of the Plan. One of the central components of the Plan is an ambitious two-year schedule of inservice trainings for all staff members on such issues as racism and ethnocentrism, gay men of color, gay men's subcultures (transpeople, sex-industry workers, the leather community, etc.), and sexism and the women's community. Inservice trainings on multicultural issues are planned for Shanti volunteers and for the Board of Directors as well. In addition to the inservice trainings, a multicultural exchange to plan social and recreational events for the staff and clients will contribute to the development of a more diverse organizational culture for Shanti Project.

The Multicultural Plan calls for an audit of all service programs of Shanti Project in order to evaluate the accessibility and sensitivity to all targeted communities. Concrete plans for the improvement and redesign of services will be the heart of the multicultural audit of Shanti's programs. Diversifying the paid and volunteer personnel of Shanti Project will also be a priority of the Multicultural Plan.

Shanti's Multicultural Plan also includes the formation of an Advisory Committee of community representatives from both the San Francisco Bay Area and participants on a national level to review the implementation of the Plan. It incorporates regular assessments of the progress of the Plan to continually update and improve it. In this sense the Multicultural Plan functions as a working document for the agency.

A Model for Change

While the Multicultural Plan represents an enormous challenge to the agency and to the community, it is hoped that the Plan and its results will serve as a model for change and progress for other AIDS service providers throughout the nation.

INTRODUCTION

This plan aims to move Shanti Project from its status as a monocultural organization towards its goal of becoming a multi-cultural AIDS service organization.

Because few people understand what is meant by terms such as "monocultural" or "multicultural", and because we have limited experience with community-based organizations which reflect and are comprised of culturally diverse constituencies, this plan includes six sections intended to detail the specific changes which will occur within the agency:

- o The Goal of the Plan
- o The Planning Process
- o Shanti Project's Organizational Status
- o Overview of the 1990-1991 Plan
- o Specific Monthly Objectives
- o Implementation of Plan

Other organizational shifts may be occurring at Shanti simultaneously with the shift discussed in this plan. While it would be best to see a total agency plan for the next two years before creating this distinct plan focused on cultural diversification, the Planning Committee felt that a strong directive had been received to move forward in this area. Additional agency planning of a broader scope should use this plan as its foundation.

THE GOAL OF THIS PLAN

The goal of the Shanti Project Multicultural Plan, 1990-1991, is to shift Shanti Project from its current status as a monocultural AIDS service organization. Throughout its 15 year history, Shanti has focused on the creation of the Emotional Support Model and an accompanying system of volunteer-based service delivery. Limited energy has focused on a critical analysis of the organization's culture.

Shanti's current organizational life is largely based in dominant American culture, also known as "mainstream" culture: white, middle class and male. Since 1984 when it's focus shifted exclusively to AIDS work, Shanti Project has been composed

primarily of gay men, and women of all sexual orientations. Its organizational culture currently reflects traditions, processes and activities primarily from the white, middle class male sector of the gay community, as well as rituals rooted in holistic health and grief recovery movements.

The intent of this plan is not for Shanti Project to be all things to all communities. Instead, it begins an evaluation of which communities need what services, which autonomous groups need Shanti's support in providing services, and which communities are currently seeking services from Shanti which could be provided in more culturally appropriate ways. Shanti Project is not necessarily the most appropriate agency to provide complete AIDS support services for all communities in San Francisco. For example, Shanti intends to support organizations based in the African American community while insuring that African American clients who come to Shanti Project for services do not need to de-emphasize their African American identity to "fit in". Shanti Project intends to be a place which welcomes all of who its participants are, whether "we" are clients, staff, volunteers or Board members.

A truly multiculturally diverse organization is defined by several comprehensive characteristics. According to Bailey Jackson and Rita Hardiman ("Organizational Stages of Multicultural Awareness," 1981):

1. A Multicultural Organization reflects the contributions and interests of diverse cultural and social groups in its mission, operations, and product or service delivery.
2. A Multicultural Organization acts on a commitment to the eradication of social oppression in all forms within the organization. It is also sensitive to the possible violation of the interests of all cultural and social groups whether or not they are represented in the organization.
3. A Multicultural Organization is one where the members of diverse cultural and social groups are full participants at all levels of the organization, especially in those areas where decisions are made that shape the organization.
4. A Multicultural Organization follows through on its broader external social responsibilities, specifically, this includes its responsibility to support efforts to eliminate all forms of social oppression. This also involves the support of efforts to expand the multicultural ideology.

Improving the gender and racial diversity are important components of creating a Multicultural Organization, however, this diversity does not in itself result in the creation of a multicultural organization. A complex web of factors creates a truly diverse agency, including cultural diversity among participants. A look at specific aspects of organizational life at Shanti Project, compared to specific other local AIDS agencies (such as Mano a Mano, Asian AIDS Project, Bayview-Hunters Point, and American Indian AIDS Project) reveals current limitations on diversity:

- o Does our literature assume clients and volunteers speak English?
- o What holidays and traditions are actively celebrated and acknowledged?
- o Is childcare provided at events? Is there sign language interpretation? Can people in wheelchairs easily get into the event?
- o Do we assume all clients have access to a telephone and feel comfortable asking for services in this way?
- o Are services designed to meet the needs of poor, homeless and indigent people?
- o Do we have clear policies and procedures for addressing issues of racism, sexism, homophobia, biphobia, heterophobia, classism, ageism, disablism and addic-tophobia?

During this diversification process it is also important to address issues of classism and how it affects service access and design. If a racially diverse group exists yet its members all come from upper middle class, educated backgrounds, the organization will not necessarily be accessible to people from lower class backgrounds.

This plan intends to build upon and expand earlier efforts to ensure Shanti Project be comprised of diverse groups and provide culturally appropriate services to client populations. We will maintain and strengthen our services to white gay men as well as build diversity into the organizational culture at all levels. Our vision is a Shanti Project which is able to celebrate many cultures and identities, and which embraces the full diversity of San Francisco's population of people with AIDS and disabling HIV disease at all levels of the agency.

THE PLANNING PROCESS

An eight month process resulted in the creation of this document. In June of 1989, notification of the planning process and the initial meeting was extended to Shanti Project volunteers, staff, Board, and clients. A group of over a dozen individuals -- including volunteers, staff, and Board members -- began meeting every two or three weeks to discuss the process of developing the plan.

After discussion and analysis, an informal needs assessment was undertaken to determine what the AIDS-related needs of the various communities in San Francisco might be and where Shanti could assist. The populations and groups not fully served at Shanti include:

- o women
- o gay men of color
- o old people
- o homeless people
- o hemophiliacs
- o undocumented people
- o bisexual men and women
- o transpersons
- o sex industry workers
- o people with disabling HIV disease
- o disabled
- o monolingual people
- o people of color
- o youth
- o deaf/hearing impaired
- o injection drug users
- o lesbians
- o prisoners
- o leather people
- o children
- o heterosexuals
- o HIV+ people
- o the faith community
- o blind/visually impaired

It was decided to prioritize the list and focus research on needs assessments in the following communities or populations:

- o women and women with children
- o people of color, including gay men of color
- o deaf and hearing impaired
- o injection drug users
- o lesbians
- o sex industry workers
- o wheelchair-bound people

The committee created an interview protocol and spent two months completing informal needs assessments in specific communities listed above. This involved talking to approximately five individuals in each of these communities who could speak to the needs of those communities from unique perspectives, including activists, PWAs, service providers.

For example, the interviewer of Native American peoples spoke to five people who included people working in American Indian based groups, a Native Indian with AIDS, a gay American Indian, and a Native American woman who had been an AIDS volunteer. All interviews were kept confidential to ensure the sharing of as much information as possible.

The committee reconvened and discussed the results of the research. Most important was hearing how various communities perceived Shanti, how they hoped to interact with the Project in the future (if at all), and how Shanti could appropriately serve them.

The committee recommended that the Project maintain and expand strong services for gay/bisexual men due to the overwhelming projection of diagnoses in San Francisco expected in the foreseeable future. It was additionally recommended that the Project concentrate on service expansion to better serve women and women with children, people of color (including gay/bisexual men of color) and injection drug users. During the second year of the plan it is recommended that attention also focus on the special needs of the physically challenged, the deaf and hearing impaired, older people and youth.

The research and analysis effort revealed that access to Shanti services could be improved in three areas by :

- o Gay/Bisexual Men: Institution of a training emphasis for staff/volunteers/Board to expand awareness and sensitivity to issues of gay men of color, bisexuals and specific subcultures including transpeople, hustlers, sex-industry workers and leather people.

- o Women: Creation and implementation of services designed specifically for women, as well as identify appropriate contact people within the agency to assist with inter-agency referrals. Trainings in sexism and women's culture were also suggested.

- o People of Color: Identification of specific contact people within Shanti who are sensitive to multicultural clients, redesigning specific programs and service delivery systems, and focusing staff/volunteer/board trainings on multiculturalism, racism, and classism.

Specific committee members were assigned to draft the plan. Following review and revision by the committee, the plan was further revised to incorporate comments from staff/volunteers/clients and the Board of Directors. Further revision incorporated comments and suggestions from representatives of various San Francisco diverse communities.

Participants in the Planning Committee included Emanuela Levin, Kathy Vaquilar, Sharon Walton, Dee Mosbacher, Marc Lipschutz, Jana Rickerson, Eduardo Ramirez, Ali Marrero, Bea Blum, Holly Smith, Noel Day, Eric Rofes, Robbie Fabian, Tanis Dasher and Angelo Mitchner. The Board of Directors of Shanti Project which initiated and approved this plan were Douglas P. Holloway (Chair), Gayling Gee (Vice Chair), George Tuttle (Treasurer), Dan Johnson (Secretary), Richard L. Andrews, M.D., Mary Anne Chapin, Tanis Dasher, Donna Davidson, Amy Eggers, John Fulton, Grant Horne, David Kaplan, Dee Mosbacher, John Salazar and Samantha Yruegas.

SHANTI PROJECT ORGANIZATIONAL DIVERSITY

Shanti Project has made progress over recent years in attempting to include varied populations: Board and staff have been diversified, materials have been created in five languages, and the staff and volunteers have been trained to confront a changing pool of clients. Two internal groups--the Women's Advisory Committee and the People of Color Advisory Committee--helped set the stage for consideration of a broader organizational shift.

Since this plan aims to increase representation of specific populations throughout the agency, it is useful to examine the current agency diversification status and acknowledge its success in providing services to white gay/bisexual men who are the overwhelming majority of people with AIDS in San Francisco at this time.



SHANTI PROJECT MULTICULTURAL PLAN
1990-1991 - EXHIBIT I

DEMOGRAPHIC BREAKDOWN OF KEY SELECTED POPULATIONS
ESTIMATES AS OF JANUARY, 1990

POPULATION	SHANTI STAFF	SHANTI CLIENTS (a)	SHANTI VOLUNTEERS (b)	SHANTI BOARD	DIAGNOSED PWAs	CITY OF SAN FRANCISCO
Gay/Bisexual men	62.0%	92.0%	61.4%	66.0%	92.3%	10.0-15.0%
Lesbian/Bisexual Women	18.0%	n/a	12.0%		0.0-1.0%	10.0-15.0%
Asian/Pacific	8.6%	1.9% (c)	TOTAL POC: 7.3%	6.5	1.9%	19.0%
African American	8.6%	10.9% (c)		13.3%	7.5%	11.0%
Latino	15.5%	10.1%		13.3%	8.5%	11.0%
Native American	0.0%	0.4% (c)		0.0%	0.2%	0.5%
White	67.2%	76.1% (c)	92.3%	66.7%	82.0%	53.0%
Female	41.4%	5.0%	34.0%	34.0%	1.4%	52.0%

- (a) Shanti client figures includes loved ones, family, and friends of PWAs who also utilize resources at the agency.
- (b) Volunteers from the Emotional Support (ES) and Practical Support (PS) programs.
- (c) Based on aggregation of statistics on 1,796 clients in the ES, PS, Residence Services, and San Francisco General Hospital (SFGH) Shanti Counseling Program for whom race/ethnicity has been identified. The SFGH Counseling Program is the most diversified of the programs, with a total client base of 519 people who are 52% White, 27% African American, 17% Latino, 3% Asian/Pacific and 6% Native American.

Priority Areas For Diversification of Personnel

Following are specific recommendations for diversifying Shanti Project's Board, staff, volunteers and clients in three key areas: sexual orientation, gender and race/ethnicity.

Clients and Volunteers: Shanti Project's mission aims to provide support services to people with AIDS and severe disabling HIV disease in San Francisco. Because the organization's mission does not distinguish gender, race/ethnicity or sexual orientation, the intent of this plan is for Shanti Project's clients to approximate the overall local population of people with AIDS and severe disabling HIV disease. Over the two years of this plan, a small but pronounced shift may be anticipated, increasing percentages of women and people of color within the total PWA population. These projections have been considered in scrutinizing our volunteers diversification priorities.

As of December, 1989, Shanti Project succeeds at serving a client base which approximates the overall population of people impacted by AIDS. While 92.3% of people with AIDS in San Francisco are gay or bisexual, our clients (which include the family, friends and lovers of people with AIDS) are approximately 91% gay/bisexual/lesbian. 18% of documented people with AIDS in San Francisco are people of color, as are 24% of our clients. 1.4% of the AIDS cases are women, as are 5% of our clients (this figure is high due to service provision to women who are the family and friends of our PWA clients).

We are an agency based in the peer-counseling model of emotional support and hence strongly support providing clients with what they identify as their "peers" as volunteers. 92.3% of PWAs in San Francisco are gay or bisexual and 74% of our volunteers are gay/bisexual/lesbian; 1.4% of PWAs are women, as are 34% of our volunteers; 18% of PWAs are people of color, as are 8% of our volunteers.

In assessing these figures, we are pleased with our client statistics' close match to the general PWA population. We are concerned at the comparatively few numbers of volunteers who are people of color and see this as a priority area for improvement over the next two years. We are comfortable with the over-representation of women among our volunteers as this appears to be a population that many of our gay male clients feel comfortable with, but our needs assessment has pointed out our limited services specifically designed for women with AIDS and severe disabling HIV disease.

Our priority efforts for volunteer diversification will be to increase the percentage of people of color volunteers and provide volunteers with comprehensive training and support for

serving diverse populations. Client diversification efforts will concentrate on maintaining our current match to the client population and increasing services to women.

Staff and Board of Directors: Shanti Project's Board of Directors and paid staff should maintain a balance between being representative of the City and of the local people with AIDS, which are two demographically different populations. Our efforts in this plan are directed towards creating and maintaining a balance.

Shanti Project succeeds at having a Board that currently meets this balance. 33% of the Board is comprised of people of color (compared with 47% of the City and 18% of people with AIDS). 66% of the Board is gay/lesbian/bisexual (compared with 20-30% of the City and 92.3% of people with AIDS). 47% of the Board are women (compared with 52% of the City and 1.4% of people with AIDS).

The staff also largely succeeds in achieving this balance as it includes 33% people of color, 41% women and 80% gay/lesbian/bisexual.

Our priority efforts for staff and Board diversification will focus on maintaining the strong level of diversity while providing in-service trainings on multicultural issues. More women, heterosexuals and people of color will be recruited as Shanti managers and staff members. It is expected that a majority of people involved in all levels of the agency will continue to be from the gay/lesbian/bisexual communities, as an overwhelming majority of San Francisco diagnoses are expected to be gay/bisexual men in the foreseeable future.

OVERVIEW OF THE 1990-1991 PLAN

The plan which follows focuses on changes at Shanti Project during 1990-1991 in the following five key areas:

o Diversification of Participation

During the initial interviews, it became clear that the public perceives Shanti's volunteers, Board, and staff as primarily white gay middle class men. While Shanti is clearly more diverse than this perception, the plan suggests specific techniques for maintaining and expanding diverse participation at each level of the agency.

o Multicultural Training and Consciousness Raising

Many communities cited concerns regarding the ability of volunteers and staff to provide culturally appropriate services. Also, informal interviews with individual volunteers and staff members indicate internal concerns in this area. A series of monthly trainings for staff will take place, as well as regular trainings for volunteers -- some day-long inservices and some focused on 3 hour sessions -- and Board trainings. This will initially raise consciousness concerning each person's ethnic and racial identity, probe racism and ethnocentrism, and then shift to specific trainings on the culture and service needs of distinct populations.

It is strongly recommended that consultation with and expertise from various local community-based groups targeting women, people of color, and injection drug users be used to promote closer working relationships and to make use of experiences and skills from throughout the community. A "multicultural exchange" will be initiated by staff to organize multicultural social and recreational activities to further support these efforts in enjoyable and informal activities.

o Expanding Service Delivery and Program Design

The needs assessment revealed strong public perception of the excellence of Shanti's services to middle class gay white men and significant concerns regarding access by communities that are not middle class, white, verbal or English speaking. The Planning Committee also discussed feelings that current program design often targets men rather than women.

The plan includes three key components to address program design and services offered: 1) Annual program-by-program audits under the supervision of the Director of Multicultural Affairs which will produce recommendations for change in each service area and in all current Shanti volunteer trainings; 2) The ongoing training and development of volunteers, staff and Board members as stated above; and 3) The creation of "liaisons" for specific populations who would serve as contact points for referrals from other agencies as well as reaching out and networking in that community (this was a need stressed strongly by many communities).

The plan includes a component focused on documenting progress -- including both successes and failures -- throughout the two years. This is intended as a pilot plan which could be useful to other agencies seeking to diversify. Documentation will be achieved through written reports, maintenance of records from trainings and minutes from meetings, and photographing and videotaping parts of the process. Presentations will be made at conferences and meetings to share the experience with other organizations, foundations and networks.

Assisting in this process will be an Advisory Board comprised of no more than 18 individuals who will offer their expertise, contacts and credibility to Shanti. They will provide major assistance in critiquing aspects of the plan, securing funding, and sharing our diversification experience locally and nationally. They will be invited by the Executive Director and Director of Multicultural Affairs based on their experience and potential usefulness to the implementation of this plan.

SPECIFIC MONTHLY OBJECTIVES

The calendar below contains specific monthly tasks which fulfill the objectives of this plan. Next to each specific task is the title of the individual assigned to ensure that the task is completed. This does not necessarily imply that the named individual performs the task her/himself. For example, while the Director of Multicultural Affairs is charged with overseeing all trainings, it is expected that s/he will contract with consultants and utilize other community agencies and resources to facilitate the trainings. It is expected that there will be significant use of consultants throughout the two years.

January, 1990

- o Secure Funding (Executive Director & Development Staff)
- o Hire Director of Multicultural Affairs (Executive Director)
- o Create Annual Volunteer Recruitment Plan Targeting Diverse Populations (Director of Outreach and Operations)
- o Assess Current Staff Diversity (Personnel Director)
- o Create and Implement Mechanisms for Volunteers and Staff to Emotionally Support Each Other Around the Organizational Diversification Process (Personnel Director)
- o Review Mission of Agency (Board of Directors)

o Diversification of Organizational Culture

A careful assessment and plan will be created which will evaluate the organizational culture at Shanti and make recommendations for diversification. This includes an examination of the design of publications, appearance and location of facilities, internal processes, holidays, rituals and traditions, languages, trainings, communications systems and leadership styles.

o Appropriate Outreach and Public Relations

Representing the changes at Shanti to various communities will be critical to the success of the plan. Certain communities made it clear they would like to see Shanti offer services, others are clear that they want to see these services offered by their own community. The plan includes a public relations campaign which begins quietly in 1990 as the organization begins the process and strengthens in 1991 as significant change has occurred.

A new staff position, the Director of Multicultural Affairs will be created to work closely with the Executive Director to ensure the accomplishment of the diversification goals detailed in this two year plan.

1990 priorities include fostering a project-wide understanding of the definitions of culture and multiculturalism; reviewing Shanti's mission statement; and, training volunteers and staff in the needs and cultures of gay and bisexual men, people of color (Native American, African American, Latino and Asian/Pacific), women and especially women with children, and injection drug users. Shanti will also examine and redesign specific programs and services to better meet the needs of these populations and to more effectively network with appropriate AIDS service organizations and community based organizations. 1990 will also include planning to improve access to services for hearing impaired clients.

During the second year of the Plan, 1991, additional efforts will focus on specific shifts in organizational culture, training volunteers and staff in the needs and cultures of other key populations utilizing Shanti services: bisexuals, lesbians, disabled people and hemophiliacs, and launching outreach and public relations campaigns focused on an increasingly multicultural agency. Additional work will take place to strengthen services to gay and bisexual men, people of color, women and women with children, and injection drug users.

- o Assess Personnel Recruitment Strategies and Resources (Personnel Director)

February, 1990

- o Staff Inservice Day I: Understanding and Celebrating Our Cultural Diversity and Ethnicity (Director of Multicultural Affairs)
- o Clarification of Mission for Women's Caucus and planning for initial outreach and visibility (Director of Multicultural Affairs)
- o Clarification of Mission for People of Color Caucus and planning for initial community outreach and visibility (Director of Multicultural Affairs)
- o Establishment and Creation of Mission for Gay and Bisexual Men's Caucus and planning for initial outreach and visibility (Director of Multicultural Affairs)
- o Preparation of Policy for Addressing Incidents Involving Racism, Sexism, Homophobia, Biphobia, Heterophobia, Addictophobia, Classism, Ageism, or Disablism within Shanti (Personnel Director)
- o Analysis and Strengthening of Media Contact List (Media Director)
- o Create Guidelines for Service Departments Audit of Services to Gay and Bisexual Men of all colors, Women (including Women with Children), Injection Drug Users and People of Color (Director of Multicultural Affairs)
- o Inservice Training for Managers on Affirmative Action (Personnel Director)

March 1990

- o Staff Inservice Day II: Confronting Racism and Ethnocentrism (Director of Multicultural Affairs)
- o SFGH Counseling Program Assessment of Services to Women (including Women with Children), People of Color and Injection Drug Users (Director of SFGH Counseling and Director of Multicultural Affairs)
- o Establishment of Multicultural Exchange to produce annual plan for social and recreational events for staff and clients (Director of Multicultural Affairs)

- o Audit of Shanti Representation on Relevant Task Forces and Committees focused on Gay and Bisexual Men, Injection Drug Users, People of Color, Women and Children (Director of Multicultural Affairs)
- o Create policy requiring all new volunteers to participate in two day-long inservice trainings each year (Director of Outreach and Operations)
- o Formation of Advisory Committee for Two Year Plan (Director of Multicultural Affairs)

April, 1990

- o Volunteer Inservice Day I: Multicultural Issues for Volunteers (Director of Multicultural Affairs, Director of Outreach and Operations)
- o Staff Inservice Morning: Services to Gay Men of Color (Director of Multicultural Affairs)
- o Practical Support Program Assessment of Services to Gay and Bisexual Men, Women (including Women with Children), People of Color and Injection Drug Users (Director of Practical Support, Director of Multicultural Affairs)
- o Meeting for Shanti Volunteers and Clients who are People of Color (Director of Multicultural Affairs)
- o Agency Media Plan to Support Volunteer Training, Staffing and Board Demographic Goals (Media Director)

May, 1990

- o Staff Inservice Morning: Services to Specific Gay Male Cultures (leather people, transpeople, sex industry workers) (Director of Multicultural Affairs)
- o Analysis and Recommendations on Volunteer Trainings (Director of Multicultural Affairs)
- o Report to Board of Directors on Multicultural Plan Progress (Executive Director)
- o PWA Activities Program Assessment of Services to Gay and Bisexual Men, Women (including Women with Children), Injection Drug Users, People of Color (Coordinator of PWA Activities and Director of Multicultural Affairs)
- o Design and Implement Systematic Evaluation Process to Solicit Feedback from Clients (Director of Multicultural Affairs)

June, 1990

- o Staff Inservice Morning: Injection Drug Users (Director of Multicultural Affairs)
- o Plan Developed on Improved Access to Services to the Deaf and Hearing Impaired (Director of Operations and Outreach)
- o Residence Program Assessment of Services to Gay and Bisexual Men, Women (including Women with Children), Injection Drug Users, People of Color (Director of Residence Program and Director of Multicultural Affairs)
- o Update the Diverse Communities of San Francisco on Progress of Multicultural Plan (Executive Director)
- o Analysis and Recommendations on Partnerships with Multicultural Specific Organizations (Director of Multicultural Affairs)

July, 1990

- o Staff Inservice Day: Women's Culture and Confronting Sexism (Director of Multicultural Affairs)
- o Appoint In-House Staff Community Liaisons for: Gay Men, Women and Women with Children, African Americans, Latinos, Asian/Pacifics, Native Americans, Injection Drug Users, and Bisexuals (Personnel Director and Executive Director)
- o Board Retreat focused on Multicultural Training (Board Chair)
- o Emotional Support Assessment of Services to Gay and Bisexual Men, Women (including Women with Children), Injection Drug Users, People of Color (Director of Emotional Support, Director of Multicultural Affairs)

August, 1990

- o Volunteer Inservice Day II: Multicultural Issues for Volunteers (Director of Multicultural Affairs and Director of Outreach and Operations)
- o Staff Inservice Morning: Services to Latinos (Director of Multicultural Affairs)

- Implement Recommended Changes in Volunteer Trainings (Director of Emotional Support and Director of Practical Support)

September, 1990

- Staff Inservice Morning: Services to African-Americans (Director of Multicultural Affairs)
- Direct Service Staff Members from Each Department Certified in Working with Injection Drug Users (Program Directors)
- Volunteer Trainings: Aim to involve 25% People of Color (Volunteer Resource Developers)
- Policy Developed on Childcare for Staff, Volunteers, Clients and Events (Women and Children Specialist and Personnel Director)

October, 1990

- Staff Inservice Morning: Services to Asian/Pacific People (Director of Multicultural Affairs)
- Evaluate, Update and Affirm Multicultural Plan for 1991 (Executive Director and Director of Multicultural Affairs and Board of Directors)
- Secure Funding for 1991 (Development Department and Executive Director)

November, 1990

- Staff Inservice Morning: Services to Native Americans (Director of Multicultural Affairs)
- Volunteer Inservice Day III: Providing Services to Injection Drug Users (Director of Outreach and Operations and Director of Multicultural Affairs)
- Report to Board of Directors on Multicultural Plan (Executive Director)
- Review and Renewal of Multicultural Exchange (Director of Multicultural Affairs)
- Annual Meeting and Report to Advisory Committee (Director of Multicultural Affairs)

December, 1990

- o Staff Inservice Morning: Services to Women/Lesbians (Director of Multicultural Affairs)
- o Prepare Evaluation of Year #1 (Director of Multicultural Affairs)
- o Update the Diverse Communities of San Francisco on Progress of Plan (Executive Director)

January, 1991

- o Staff Inservice Day: Assessment of Year #1 and Plans for Year #2 (Director of Multicultural Affairs)
- o 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)
- o Review and Revise Agency Media Plan (Media Director)
- o All Client Outreach Materials Produced in English and Spanish (Managers)
- o Evaluate Director of Multicultural Affairs (Executive Director)
- o Create Annual Volunteer Recruitment Plan and Target Goals (Director of Outreach and Operations)
- o Management Training Update on Affirmative Action (Personnel Director)
- o Review Mission of Agency (Board of Directors)

February, 1991

- o Staff Inservice Morning: Services to Bisexuals (Director of Multicultural Affairs)
- o Review of Activities of Women's Caucus (Director of Multicultural Affairs)
- o Review of Activities of People of Color Caucus (Director of Multicultural Affairs)

- o Review of Activities of Gay and Bisexual Men's Caucus (Director of Multicultural Affairs)
- o Begin In-House Spanish Classes for Staff/Volunteers (Personnel Director)
- o Community Meetings to Review Plan Progress (Director of Multicultural Affairs and Executive Director)

March, 1991

- o Staff Inservice Morning: Services to the Deaf and Hearing Impaired (Director of Multicultural Affairs)
- o Complete Audit of Organizational Culture and Issue Six Month Action Plan (Director of Multicultural Affairs)
- o SFGH Counseling Program Assessment of Multicultural Services (Director of SFGH Counseling and Director of Multicultural Affairs)
- o Training for Support Staff on Specific Needs of Multicultural Agency Clients (Director of Multicultural Affairs)
- o Review and Revise Client Evaluation Process (Director of Multicultural Affairs)

April, 1991

- o Volunteer Inservice Day I: Providing Services to People of Color/Multicultural Issues (Directors of ES/PS and Director of Multicultural Affairs)
- o Staff Inservice Morning: Services for People of Color Update (Director of Multicultural Affairs)
- o Practical Support Program Assessment of Multicultural Services (Director of Practical Support and Director of Multicultural Affairs)
- o Begin Planning for Multicultural Public Relations Campaign Aimed at Volunteers/Clients (Director of Multicultural Affairs and Media Director)

May, 1991

- o Staff Inservice Morning: Services Update: Gay Men (Director of Multicultural Affairs)

- Report to Board of Directors on Multicultural Plan (Executive Director)
- PWA Activities Program Assessment of Multicultural Services (Director of PWA Activities Program and Director of Multicultural Affairs)

June, 1991

- Staff Inservice Morning: Women and Children's Services (Director of Multicultural Affairs)
- Residence Program Assessment of Multicultural Services (Director of Residence Program and Director of Multicultural Affairs)
- Update the Diverse Communities of San Francisco on Progress of Multicultural Plan (Executive Director)
- Freedom Day Contingent Reflects Multicultural Agency (PWA Activities Director)

July, 1991

- Staff Inservice Day: Classism and Its Impact on Services (Director of Multicultural Affairs)
- Launching of Multicultural Public Relations Campaign (Director of Media and Director of Multicultural Affairs)
- Appoint In-House Staff Liaisons for: Disabled, Deaf/Hearing Impaired, Lesbians, Jews (Executive Director)
- Emotional Support Assessment of Multicultural Services (Director of Emotional Support, Department Staff and Volunteers, Director of Multicultural Affairs)

August, 1991

- Staff Inservice Morning: Services to Injection Drug Users (Director of Multicultural Affairs)
- Volunteer Inservice Day II: Services to Poor and Working Class Clients
- Review Shanti Trainings from Multicultural Perspectives and Issue Recommendations (Director of Multicultural Affairs)

September, 1991

- o Staff Inservice Morning: Services to Hemophiliacs (Director of Multicultural Affairs)
- o Volunteer Trainings: Aim to Involve 30% People of Color (Volunteer Resource Developers)
- o Begin In-House Sign Language Classes for Staff/Volunteers (Personnel Director)

October, 1991

- o Staff Inservice Morning: Homophobia, Biphobia and Heterophobia (Director of Multicultural Affairs)
- o Begin Evaluation of Two Year Plan (Director of Multicultural Affairs)

November, 1991

- o Staff Inservice Training: Disability (Director of Multicultural Affairs)
- o Volunteer Inservice Day III: Providing Services to Women and Children (Directors of ES/PS and Director of Multicultural Affairs)
- o Report to Board of Directors on Multicultural Plan (Executive Director)
- o Annual Meeting and Report to Advisory Committee (Director of Multicultural Affairs)

December, 1991

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

IMPLEMENTATION OF THE PLAN

Before being approved by the Shanti Project Board of Directors, this plan was reviewed and discussed at meetings of the staff, volunteers and clients of Shanti Project. It was presented to the Board of Directors at their November meeting and finalized at the January, 1990 meeting.

Key aspects of implementation involve acquiring funding for this project and hiring a Director of Multicultural Affairs and support staff to oversee this project. It is expected that these tasks will be achieved by early February followed by immediate start-up.

An Advisory Board will be organized by the Executive Director and Director of Multicultural Affairs by the end of March, 1990. This committee will serve as a resource to the Director of Multicultural Affairs and as a network of individuals who can supply expertise in monitoring and broadly promoting Shanti's organizational transformation throughout the nation. They will also be a resource for contacts of potential sources of funding. They will be invited by the Executive Director and Director of Multicultural Affairs based on the usefulness of their skills, experience and contacts to Shanti Project. The Advisory Board will be composed of 18 people, locally and nationally. They will receive quarterly reports from the Director of Multicultural Affairs and meet annually.

Shanti Project sees the process of becoming a multicultural AIDS service organization as constantly evolving. As the objectives in these pages are accomplished the agency will identify additional tasks necessary to ensure access and sensitivity for the citizens of San Francisco who are confronting their own or a loved one's diagnosis. Shanti Project believes that this effort and commitment of resources is warranted, and embarks upon the transformation with much excitement and organizational commitment.

Prepared by:

Melinda Paras
Director of Multicultural Affairs

Eric E. Rofes
Executive Director

1990 Report on the Implementation of Shanti Project's Multicultural Plan

November, 1990

Prepared by:

Melinda Paras
Director of Multicultural Affairs

Eric E. Rofes
Executive Director

Introduction

The Shanti Project Multicultural Plan for 1990-1991 was adopted by the Shanti Board of Directors, at its monthly meeting held January 23, 1990. It was designed to be a precedent setting effort to improve the quality of AIDS service provision to the diverse AIDS affected communities of San Francisco. The plan outlined a statement of purpose, goals and objectives, a detailed set of projects, as well as, a timetable for completion.

The first year of the implementation of the Shanti Multicultural Plan has already shown very promising results. Service to large numbers of AIDS affected gay men community has continued as well as improved, and the quality and quantity of service to other AIDS affected communities can be improved and extended. Shanti's progress towards becoming a multicultural agency has served to unify the agency even as it has faced challenging and painful issues.

This report includes an overview of the first year of implementing the Shanti Multicultural Plan, enumerating the activities we have undertaken, the strengths and weaknesses of our work, an analysis of agency progress thus far, a review of the documentation of the project, and a look into the year ahead.

Overview of the Year

To date, eight inservice trainings for Shanti staff members have been completed. The topics covered in the trainings have included: "Understanding and Celebrating Diversity", "Racism and Ethnocentrism", "Gay Men of Color", "Gay Male Subcultures", "Confronting Sexism and Women's Culture", "Service to Injection Drug Users", "Service to the Latino Community", and "Service to the African American Community". The final training of year will be on "Service to the Asian and Pacific Islander Communities" which will be completed in December.

Program audits surveying the accessibility of service delivery to people of color, women and children, and injection drug users and recommending concrete measures to improve these services will be completed in December. Audits have been completed for the San Francisco General Hospital (SFGH) Counseling Program, PWA Activities, and the Residence Program. Audits are under way in the Emotional Support (E.S.) Program and in the Practical Support (P.S.) Program. In addition, a multicultural audit of the Emotional Support Training was conducted and recommendations have been completed.

Efforts to diversify the personnel and volunteers of Shanti Project have been undertaken by the entire agency, in particular the management team. The October 1, 1990 Affirmative Action report issued by the Personnel Department indicates that the results have been especially significant in the improvement of the diversity in the composition of the Shanti staff. The Shanti staff is now 50% women and more than 40% people of color, and includes 40% people of color as managers and 60% women managers. The diversification of the volunteer base and the Shanti Board of Directors has begun to improve, although these efforts are just beginning to make headway.

A number of projects to transform the agency culture have been undertaken this year. They have included the formation of agency caucuses among people of color, women, and gay/bisexual men. In addition a multicultural "fun squad" has hosted weekly lunch time video screenings of movies from different cultures; organized a special acknowledgment of the Jewish High Holidays; contributed articles to our weekly staff newsletter on such topics as transvestites and transexuals, and an Indigenous persons' perspective on Columbus Day.

The Office of Multicultural Affairs has conducted outreach work with other specific community based organizations serving people of color, women, and poor people. This has bolstered an agency-wide direction toward developing programmatic partnerships with other community based organizations to diversify our services.

Shanti Project has joined with Mission Neighborhood Health Clinic, Rafiki Training and Most Holy Redeemer Church to create a Practical Support Network for people with AIDS, and recently held a Rainbow Bridge Training for 100 new volunteers from diverse ethnic backgrounds. The Shanti's Emotional Support Program is now currently developing a partnership with the Gay Asian Pacific Alliance Community HIV Project to provide emotional support to Asian and Pacific Island people with AIDS. In addition, Shanti has loaned staff member Ali Marrero for six months to the Mano a Mano program for monolingual Spanish-speaking Latino clients, to develop a volunteer program in the Latino community. An Advisory Committee has also been created to give feedback and community input on the implementation of the Multicultural Plan. The Advisory Committee is composed of both San Francisco Bay Area and national representatives from very diverse communities and backgrounds.

Successes of the First Year

One of the most important achievements of this year has been the development of substantial support for the implementation of the Multicultural Plan within the Shanti Board of Directors, management, and staff. This is reflected in the maturation of an agency-wide consensus on extending our services to diverse AIDS affected communities. This consensus is reflected in the multicultural themes in the planning process of each department, in the agency literature, and organizational culture.

The establishment of the Office of Multicultural Affairs as a new department within the agency has been an important success. The office has helped to ensure the timely and systematic implementation of the Multicultural Plan, as well as, served to provide day-to-day support to the agency on multicultural issues. This has included interventions to help mediate conflict resolution between staff members involving multicultural issues and the development of policies on handling issues of bigotry within the agency.

Over the course of the implementation there has been a significant improvement in the diversity of the agency personnel and management. This has had an enormous impact on the ability of the agency personnel to implement the multicultural plan.

The incorporation of agency goals of multicultural diversity into the projects and plans of every Shanti area of service provision is an excellent indicator of the success of the Multicultural Plan. The SFGH Counseling Program already provides extensive high quality service to clients from diverse backgrounds. The PWA Activities, Residence and Practical Support Programs have charted extensive plans to improve their services to underserved communities in the next year. The Emotional Support Program is now undergoing an evaluation of possible improvements in this area.

The implementation of the Multicultural Plan has significantly improved the Shanti staff's cultural literacy in the experience of diverse communities of San Francisco. Staff inservice trainings have introduced Shanti personnel to such diverse issues as the experience of the gay mens' leather community, immigration problems facing Latino immigrants, and the pain of sexism faced by women staff members.

The Multicultural Plan has also helped in the introduction of a number of new partnerships with other specific community service providers. The addition of these partnerships promises to significantly improve our services, especially to people of color communities. These new partnerships are both a result of increased interest by the Shanti staff in extending and improving service to these communities and improved perceptions within these communities of the agency's concern.

Weaknesses of the First Year

The Multicultural Plan has not yet had a significant impact on the volunteers of the agency. A volunteer multicultural committee has begun to meet but no trainings on multicultural issues have yet been held.

Issues of diversity in Shanti trainings and audits have stressed issues of people of color, women, and injection drug users thus far. The Multicultural Plan targeted these priorities for the first year. However, the current agency perception of diversity is still limited in that other issues of class, disability, bisexuality, heterosexuality have yet to be addressed.

Updates to the community and media publicity on the progress of the plan have also been very limited. Priorities in the first year have appropriately been placed on the implementation of the plan, rather than on publicity and community updates on our progress. Now that some important progress has been registered, greater attention needs to be placed in these areas of work.

Analysis of Agency Progress

Significant progress toward the transformation of Shanti into a multicultural agency is already evident. The goal of serving all of the diverse AIDS affected communities of San Francisco is now the operating perspective of all of the different departments of the agency (although the individual understanding of these issues varies). This is reflected in some changes in the actual operations of each department, and in even greater change in the perspectives incorporated into the planning and projections made for our service to the community in 1991.

These changes can most be attributed to three factors which are deeply interconnected:

- 1) Management and Board support for the implementation of the plan and guidance to all areas of the agencies operation concerning its implementation.
- 2) The institution of a clear plan and timetable to which the agency is committed and the creation of an Office of Multicultural Affairs which oversees its implementation.
- 3) Emphasis on a strong affirmative action program in hiring to ensure a diverse staff composition capable of implementing the Multicultural Plan. This is especially significant in the hiring of new managers, where the capacity to implement the plan was placed as one of the top criteria considered in candidate selection.

While these changes are clearly evident to those close to the internal operations of the agency, they must still be considered the groundwork for substantial change in the actual improvement in the quality of service to broader communities. Much of the change has been incorporated into plans for the next year which are not yet actualized. This is most clearly evident in new models of emotional support which need to be adapted and developed for other communities. As the Emotional Support Program is the flagship of the agency in history and psyche, the redefinition of models of emotional support as applied to the diverse AIDS affected communities in San Francisco will represent the most fundamental shift in the agency culture and service. This has yet to be accomplished although the groundwork for these changes has been laid.

Documentation of the Multicultural Plan

As a part of the conditions for the funding of Shanti's Multicultural Plan, significant efforts have been made to document the steps taken in the plan's implementation and in their results. Documentation efforts have included:

- photographs and tape recordings of all staff inservice trainings;
- collection of staff evaluations from each inservice training;
- creation of an archives of all materials produced by the Office of Multicultural Affairs, community responses, and other materials related to the process of the plan.

The Multicultural Plan in 1991

The next year of Shanti's Multicultural Plan will feature an expansion of the diverse communities targeted in the plan to include the deaf and hearing impaired, people with disabilities, people of all sexual orientations. The service to these communities will be the focus of a number of the multicultural trainings for Shanti staff members.

Plans for 1991 will include improving the multicultural character of the agency culture through an audit of internal publications, facilities, internal processes, and the celebration of holidays. It will also include the adoption of Spanish language and sign language courses for staff and volunteers.

1991 will also include follow-up to many of the projects initiated in the first year, including updating of the audits of service programs, reviewing the progress of staff caucuses, and a review of the work of the "Multicultural Fun Squad".

Plans for the next year will include an expansion of the participation in the Multicultural Plan, involving the volunteer base of the organization and the Board of Directors more extensively into discussion of multicultural issues. There are three inservice trainings on multicultural issues scheduled for volunteers in 1991. A retreat currently being planned for the Shanti Board of Directors will also feature a training on multicultural issues.

As part of Shanti's commitment to establish the Multicultural Plan as a model for change, plans for the next year will include a careful evaluation and summation of the results of the plan. This will allow greater accessibility of this experience to other community organizations and non-profits.

Mission is helping people to live with issues related to HIV disease and to enhance and revitalize 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.

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.

OFFICE OF MULTICULTURAL AFFAIRS
1991 GOALS

Shanti 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.

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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 liasons 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 12 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 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. 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

- o Staff Inservice Day: Assessment of Year #1 and Plans for Year #2 (Director of Multicultural Affairs)
- o New Moon Training for Volunteers - Introduction to Multicultural Issues (Director of Multicultural Affairs)
- o 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)
- o All Client Outreach Materials Produced in English and Spanish (All Managers)
- o Evaluate Director of Multicultural Affairs (Executive Director)
- o Management Training Update on Affirmative Action (Personnel Director)
- o Review Mission of Agency (Board of Directors)

February, 1991

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

March, 1991

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

April, 1991

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

May, 1991

- o Staff Inservice: Class Issues
(Director of Multicultural Affairs)
- o Report to Board of Directors on Multicultural Plan
(Executive Director)
- o Begin In-House Sign Language Classes for Staff/Volunteers
(Personnel Director)
- o Begin Planning for Multicultural Public Relations
Campaign Aimed at Volunteers/Clients (Media Director
and Director of Multicultural Affairs)

June, 1991

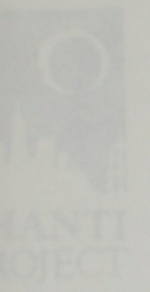
- o Staff Inservice: Sexuality; Gay/Lesbian, Bisexuality,
Heterosexuality (Director of Multicultural Affairs)
- o Freedom Day Contingent Reflects Multicultural Agency
(PWA Activities Director)
- o Appoint In-House Liasons for Disabled, Deaf/Hearing
Impaired, Lesbians, Jews (Executive Director)

July, 1991

- o Staff Inservice: Homophobia, Biphobia, Heterophobia
(Director of Multicultural Affairs)
- o PWA Activities Assessment of Multicultural Services
Director of PWA Activities and Director of
Multicultural Affairs)
- o Residence Program Assessment of Multicultural Services
(Director of Residence Program and Director of
Multicultural Affairs)

August, 1991

- o Staff Inservice: Services to Children
(Director of Multicultural Affairs)
- o Review Shanti Trainings from Multicultural
Perspectives (Director of Multicultural Affairs)



December, 1991

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

The activities projected in the Multicultural Plan continued to occur at an accelerated pace during the last six months, especially the areas of training, audits of service programs, and volunteer trainings. In addition, efforts to document the project for use as a national model were put into effect. In our last report (December 1990), we noted that most of the initiated changes had thus far affected the agency staff. Our planned transition was not yet a major force impacting the volunteers and had not made major changes in our services to clients.

Within this last six months, extensive efforts directed towards agency volunteers have brought multicultural change to our volunteer efforts. Extensive additional programming serving clients of diverse communities has been initiated, including new models of service for indigent communities. We have developed new sources of funding for these projects, and have hired appropriate personnel. As Shanti Project moves towards the completion of our Multicultural Plan, our agency stands poised to make significant tangible improvements in the delivery of AIDS services to women and children, people of color, injection drug users and poor people - those communities which were our highest priorities for new services.

Projects continued in our third quarter

The activities projected in the Multicultural Plan moved ahead during this last six months with a continued emphasis on staff multicultural training. The entire Shanti staff completed four additional inservice trainings on "Service to the Asian/Pacific Islander Communities", "Service to the Native American Communities", "Service to Women with AIDS", and "Sexuality and AIDS Service Provision". This completed twelve full inservice trainings to the Shanti staff on service to diverse communities. In addition, almost all Shanti staff members in direct service programs completed an intensive three day training on service to injection drug users, conducted by the California AIDS Intervention Training Center.





SHANTI MULTICULTURAL PLAN: JUNE 1991 REPORT

Introduction

Shanti Project is entering the final stage of our 2 Year Multicultural Plan. The success of the agency's multicultural transition within this period has been significant.

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August, 1991 cont.

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

September, 1991

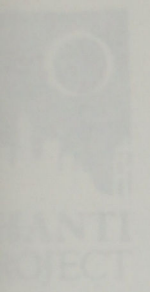
- o Staff Inservice: Services to Injection Drug Users (Director of Multicultural Affairs)
- o Volunteer Trainings: Aim to Involve 30% People of Color (Volunteer Resource Developers)
- o Practical Support Program Assessment of Multicultural Services (Director of Practical Support and Director of Multicultural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

October, 1991

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

November, 1991

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



December, 1991

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



In this last quarter, the audit of the Emotional and Practical Support Programs for access to people of color, women, and injection drug users was completed with concrete recommendations for the improvement of service. The proposals for improving service focused on the creation of new programs of combined emotional and practical support, offered from neighborhood-based satellite offices. These audits completed the review of all areas of Shanti's services to people with AIDS and their loved ones to ensure that these services are accessible and sensitive to San Francisco's diverse communities.

An additional area of emphasis in this period has been the effort to involve clients and volunteers in the multicultural transformation of the agency. Activities have included three volunteer trainings on the following topics; Women Caregivers, Introduction to Multicultural Issues - "Vive la Difference", and Substance Abuse and Codependency. A meeting with volunteers of color was conducted by the Office of Multicultural Affairs along with a meeting of clients of color to discuss issues in the agency. In addition, special meetings to discuss the Multicultural Plan and the creation of the new Crossings Program of emotional and practical support for indigent people, were conducted by the Office of Multicultural Affairs with volunteers.

Provisions for the translation of all agency literature into Spanish were made during the past six months along with plans to make Shanti welcoming to children. In addition, staff Spanish lessons were instituted and plans for American Sign Language classes were also put into place.

Efforts to make the experience and lessons of Shanti's Multicultural Plan available and accessible to other communities were undertaken. Presentations on the Multicultural Plan were delivered at:

- o The National AIDS Update Conference in San Francisco
May 8, 1991 (200 participants)
- o The International AIDS Conference in Florence, Italy
June 7, 1991 (50 participants)
- o The National Lesbian Conference in Atlanta.
May 6, 1991 (50 participants)

In addition, the Office of Multicultural Affairs has completed a video documenting the entire project, which will be previewed at the National Lesbian and Gay Health Conference in New Orleans. An article about our efforts was written and published in (Michael Seltzer's AIDS Funders publication) in March. Copies of the plan or technical assistance have been requested by over 200 organizations including:

- o Gay Mens Health Crisis (N.Y., NY)
- o Women's Institute for Mental Health (S.F.)
- o Los Angeles AIDS Project

- o Whitman-Walker Clinic, Washington D.C.
- o Local 790 SEIU, San Francisco
- o San Diego AIDS Foundation

Our experience with staff trainings in this last period has indicated that the additional element of processing staff dynamics during our transition requires targeted efforts. Issues of staff relationships and the dynamics around systems of oppression have been emerging within inservice trainings and have needed appropriate vehicles for facilitation of these matters. We have also strengthened our attention to organizational dynamics by developing agency groundrules for our meetings. These lessons will be utilized more extensively in the next period of the plan's implementation.

Multicultural inservice trainings have been initiated by Shanti's Board of Directors and have been scheduled for the final stage of the Multicultural Plan. Finally, the audit of organizational culture is the only major element of the plan which was not completed on schedule during this last period. It will be completed during the upcoming stage of the plan.

New Services Created

Responding to issues of multicultural access raised in multicultural audits and concerns of agency department heads, significant new programs for services to diverse communities have been added over this last six months. Preparations for these new services included the targeting of populations needing service, conceptualization of new models of service appropriate to these communities, creation of partnerships with other organizations to deliver excellent service, drafting of funding proposals, and contract negotiations. In particular, the Emotional Support, Practical Support, and Residence Programs have undertaken extensive efforts to initiate new programs.

In this last six months, the following new programs of care for underserved communities have been launched and are in varying steps of implementation:

- 1) Creation of a **Latino Volunteer** program which recruits and trains volunteers for monolingual Spanish speaking clients.
- 2) Creation of a program of practical support for the **Native American** community in conjunction with the American Indian AIDS Institute.

- 4) Creation of a youth house and a Latino residence under our Residence Program.
- 5) Creation of an Indigent Services office in the Tenderloin neighborhood which will serve poor people of all colors in conjunction with the AIDS Indigent Direct Services.
- 6) Creation of a Women's Services program in the Mission at the Women's Building which will also include a significant childcare component.
- 7) Planning for a Children's Services program which will also be based at the Women's Building and service infected children and youth throughout the Bay Area beginning in the fall. This program will be bilingual/bicultural to ensure excellent services to the Latino/a community.
- 8) Expansion Van Service for indigent persons.

These new programs will supplement our existing community-specific programs of a Deaf and hearing impaired support group of practical support volunteers, a family residence, and a women's congregate living home. These community-specific programs are added to extensive service delivered to people of color, women and injection drug users by our San Francisco General Hospital Counseling Program, and increased access and sensitivity in all Shanti programs.

The creation of these new services has also had a significant impact on the demographics of the agency staff and the implementation of our affirmative action program. As a result of recent hirings, the Shanti staff has grown to 75 staff members with people of color and are women. Our management team now includes an executive director and a deputy director and 11 department heads. The Executive Director has hired a management team of 50% people of color and 66% women. Shanti's Board of Directors is now 14 members, including 5 people of color and 6 women.

Conclusion

As Shanti Project moves into the final stages of the 2 Year Multicultural Plan, the bottom line is our ability to serve diverse AIDS affected communities. All of the efforts of affirmative action in hiring, training and education of staff members, the audits of our service delivery, and our shifts in organizational culture are the crucial groundwork and foundation for changing our organization's capacity to effectively serve communities beyond our traditional service to gay middle class

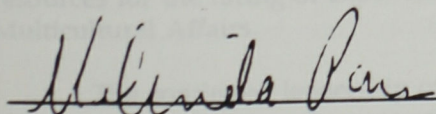
men. The most impressive element of this transition, has been the ability of Shanti to maintain and expand the quantity of service to the gay community while making additions and improvements to service offerings. Most significantly, Shanti is making that transition without losing its base of clients and support within the gay community.

The last stage of our plan will focus on the institutionalization of the multicultural plan throughout all departments of the agency. It will also include a major emphasis on the documentation of each step of the plan, to make our experience available as a national model. In addition, to these projected areas of activity, our entire agency will remain focused on getting our new programs serving indigent and underserved communities up and running. Over the next six months we intend to:

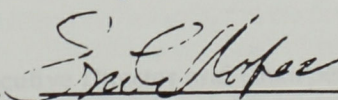
- o Train all managers in multicultural managing
- o Launch a comprehensive communications plan promoting our changed agency
- o Institutionalize staff multicultural trainings and organizational dynamics workshops as an ongoing feature of agency life
- o Maintain the diversity of our staff and continue to increase the diversity of our Board and volunteers
- o Present our transformation at three additional national conferences: National AIDS Forum (July), National Minority AIDS Conference (October), Creating Change/NGLTF Conference (November).

We are excited about the new opportunities which this multicultural transformation of Shanti Project means both in concrete services to AIDS affected people who historically have been excluded, and as a model for multicultural change which should be utilized by others in the future.

July, 1991



Melinda Paras
Deputy Director



Eric E. Rofes
Executive Director



SHANTI
PROJECT

SUMMARY OF SHANTI PROJECT'S TWO YEAR MULTICULTURAL PLAN

December, 1991

Introduction

The ambitious plan for multicultural transformation adopted by San Francisco's Shanti Project two years ago has now been completed. The plan set out to transform a predominately gay white male middle class organization to a more diverse organization capable of serving a broad range of AIDS affected communities in San Francisco. This goal has been accomplished to a substantial degree, significantly diversifying Shanti management and staff, creating new models of service delivery more appropriate to indigent communities, and changing the organizational culture of the agency. Shanti's experience with this plan provided valuable lessons in multicultural change in a non-profit AIDS service provider.

This experience comes at a time when all AIDS services are challenged to serve the diversity of AIDS-affected communities, especially in major metropolitan areas of the United States. While this body of experience, both in its strengths and weaknesses, can provide important insights into the process of multicultural change, it is in no way meant to be a blueprint for all organizations facing these challenges. Shanti's implementation of a plan for multicultural transformation has demonstrated, however, that a serious commitment to multicultural change can effectively and swiftly transform the delivery of services.

The Creation of the Plan

Shanti Project embarked on its journey of multicultural transformation, in part, as a result of a more generalized crisis of public confidence in the agency's services and ethics. The establishment of an administration committed to multicultural change and a plan for its implementation grew out of public demand for greater accountability of the agency. Perhaps the most significant factor in this early stage of the Shanti experience, and ultimately in its success, was the commitment of top administration of the agency to this kind of organizational transformation. This commitment was demonstrated in an extensive planning process (8 months) within the agency, as well as, the broader San Francisco community. A significant fundraising effort was conducted to assure that the necessary resources for the hiring of experienced and skilled personnel in the newly created Office of Multicultural Affairs.

The continued leadership of the agency Executive Director and Chairperson of the Board of Directors was critical to the success of Shanti's Office of Multicultural Affairs in undertaking such a challenging prospect as the Two Year Multicultural Plan which was created.



The Multicultural Plan

Shanti Project's Multicultural Plan advanced very specific objectives of multicultural transformation, while acknowledging the wide scope of multiculturalism sought by Shanti Project. This included a wide range of racial/ethnic communities; specific communities among gay men, such as gay men of color, the leather community, and hustlers; injection drug users; deaf and hearing impaired people; the Jewish community; transgender people; the recovery community; working class and poor people; lesbians; women; children; older people; adolescents and others. At the same time, specific communities were targeted as a priority for the concrete improvement of services in these first two years of the multicultural transformation: people of color, women, and injection drug users. These groups were prioritized because of the growing numbers of AIDS-affected people in these communities in San Francisco, and the limitations acknowledged in past Shanti service to these communities.

The plan focussed on the following five key areas for activity: 1) Diversification of Agency Participants, 2) Multicultural Training and Consciousness Raising, 3) Expansion of Service Delivery and Program Design, 4) Diversification of Organizational Culture, and 5) Appropriate Outreach and Public Relations. The plan also advanced 107 specific projects within a monthly timetable which the organization was committed to achieving within these two years. These included, for example: a staff training in Gay Male Cultures, the review of the agency Mission Statement, an audit of the Residence program for accessibility and sensitivity to diverse communities, the launching of in-house classes in American Sign Language and the creation of an agency child-care plan. While the Office of Multicultural Affairs was directly responsible for the vast majority of these projects, others were conducted with the assistance or oversight of that office. The Office of Multicultural Affairs issued a monthly update to the Executive Director on the accomplishments and progress of each of the projects that had been scheduled for that month.

The plan itself and the commitment to community accountability in accomplishing each element of the plan was critical to achieving the multicultural transformation for which Shanti Project aimed. Without specific goals and timetables, the good intentions of any transformation effort are likely to become deprioritized and neglected. In addition, the establishment of a long-range plan allowed the smaller steps represented by each project to be taken-up without the pressure of addressing everything immediately.

Among the key achievements of this two-year effort have been:

- o Diversification of staff, management and Board of Directors. Before the plan the Shanti staff was composed of 41% female and 34% people of color; after two years staff is 49% female and 48% people of color. The management team shifted from 40% female and 33% people of color to 62% women and 46% people of color. The Board of Directors now includes 16 members, including 2 Latinos, 2 Asian/Pacific Islanders, and 4 African-Americans.
- o Improved services to women, people of color and injection drug users in each Shanti direct service program through retraining of staff, redesign of service delivery systems, and improved mechanisms for outreach.
- o The agency has been decentralized to provide better access to services for diverse communities. Two years ago, Shanti had a main office on Howard Street and a satellite office at San Francisco General Hospital. Additional satellite offices are now open in the Mission, Tenderloin and Civic Center neighborhoods and a Castro-based office will open this spring.

One of the most significant limitations of the plan itself, was the lack of clear priorities and differentiating stages in the plan. One project was scheduled after another without a clear priority as the main focus of change at any given stage. While tackling these projects did create the impetus for change, the reality of Shanti's multicultural transformation came about through specific stages. By differentiating stages as they emerged, projects were then prioritized requiring significant changes in the timetable. If these stages could have been charted in the plan itself, the dynamics of the transformation would have been more clearly revealed and the focus of any given stage would have been clearer from the start. For example, the audit of agency services was scheduled to begin very early in the plan, just as the staff multicultural trainings were getting underway. Because the trainings actually became the focal point of change in the first stages of the plan, the audit had to be moved later in the timetable. This allowed appropriate attention to be given to the significant challenges of internal staff dynamics which were emerging in the inservice trainings.

The Stages of Shanti Project's Multicultural Transformation

The actual stages in the transformation of Shanti's organizational culture demonstrate the close interrelationship of each of the different elements of the plan. The first period of agency growth at Shanti took place between February and August 1990 and placed the staff trainings center stage. The trainings became a staff-wide mechanism for creating new organizational culture and expectations. In the course of facilitated sessions, staff members who were excited about new possibilities for the agency became energized and new staff members with these priorities were attracted to the agency. Staff members who had either experienced significant burn-out from previous organizational crises and/or the strain of years of AIDS service provision or who were not interested in the multicultural direction the agency was taking left the Shanti staff during this time. This became especially critical as new leadership in the pivotal program departments was hired before the end of the first year of the plans activities.

New and significant leadership and participation in the multicultural transition of the agency emerged from July to December 1990. As the first year of the plan came to a conclusion, the audit of agency service provision was prioritized. These audits indicated the new roads that the agency would travel in order to better serve people of color communities, women, and injection drug users (the priorities for underserved communities articulated in the Multicultural Plan). In addition, significant changes were called for in the Emotional Support program, a department which had helped to set the cultural norm for the entire agency. New leadership in direct services began to chart implement these changes in existing programs and the agency also saw the creation of new services targetting indigents, women and injection drug users well ahead of the projected calendar.

The agency faced a critical turning point around the end of its first year under the Multicultural Plan. Significant opposition and fear of change surfaced from some staff members and volunteers. The most profound resistance surfaced among individual volunteers who did not have first hand experience of the trainings or much of the activity surrounding the Multicultural Plan. A number of concerns surfaced; fear of losing the "specialness" of Shanti's pioneering experience with death and dying (i.e. agency focused on individual's feelings and not on "politics", concerns over the loss of the role of experienced people in AIDS work (i.e. gay white men), and fears of reverse discrimination in hiring and in promotions against white men in particular. These challenges surfaced in the questioning of the "credentials" of women who played new significant roles in agency leadership, especially women of color.

The fear of losing the support of the gay white male community, in volunteers and fundraising significantly challenged agency leadership. However, critical actions were taken by the Executive Director and Board of Directors to back the new steps toward a multicultural agency. With the direction and leadership confirmed, the Multicultural Plan rapidly became the "agency plan", central to the direction of the entire organization and the responsibility of all its personnel.

The next period in agency's growth was characterized by an agency learning multicultural administration and took place from January to July 1991 and culminated in the closure of the Office of Multicultural Affairs. New responsibilities and expectations were set throughout the agency to sustain and build the multicultural vision of AIDS services in San Francisco which has become Shanti's new standard of excellence.

Agency Multicultural Trainings

The inservice trainings were a central component of the Multicultural Plan, and were often the best barometer of the dynamics of change underway among staff members. The plan included an ambitious schedule of trainings for the entire Shanti staff. A total of 14 mandatory trainings were conducted, roughly one per month over the course of the two year plan. The trainings covered the following topics: Understanding and Celebrating Our Cultural Diversity and Ethnicity, Confronting Racism and Ethnocentrism, Services to Gay Men of Color, Services to Specific Gay Male Cultures; Services to Injection Drug Users; Women's Culture and Confronting Sexism, Services to the Latino/a Community, Services to the African American Community, Services to the Asian and Pacific Islander Community, Services to the Native American Community, Services to Women with HIV, Sexuality and Service Provision, Services to the People with Disabilities, and Services to the Deaf and Hearing Impaired. Trainings which are being planned for the next six months include Class Issues and AIDS Service, Service to Hemophiliacs, and Services to Children.

All Shanti staff members providing direct services also received a three day intensive training on services to injection drug users, conducted by the California AIDS Intervention Training Center. Members of the Shanti Board of Directors have completed multicultural trainings in four major areas including Sexism, Sexual Orientation, Racism, and Classism. Three multicultural inservices have been offered to Shanti volunteers in the last year. These included an introductory training ("Vive la Difference"), a workshop for women caregivers, and a training on issues of addiction and co-dependency.

The initiation of multicultural trainings on a monthly basis was the critical cause of significant change in Shanti's organizational culture. The trainings helped to focus the staff on issues facing the agency. They provided a format for an dialogue about such critical issues as racism, sexism and issues of sexuality. Trainings were coordinated by the Shanti Office of Multicultural Affairs utilizing training consultants Deborah Johnson and Chi Hughes.

The trainings utilized community speakers, video presentations, commentary by staff members, and interactive exercises to improve the staff's knowledge and experience with critical issues. The educational format proved critical in creating a shift in acceptance and willingness to prioritize expanding agency access to underserved communities. At the same time, a tremendous build-up of feelings and intrapersonal issues was generated through these trainings which we found difficult address within the training format. After one of year trainings, these difficulties forced a brief suspension of training activity as the agency administration conducted an evaluation of the emerging problems. A new direction of training was initiated at this juncture, adding a dimension of processing these issues through a new format of workshops on organizational dynamics which were

now interspersed with multicultural trainings. The additional of this approach allowed for important dynamics to be placed squarely on the agency agenda, and addressed by a new facilitator, Virginia Harris. With appropriate attention placed on this area, the training agenda continued with increased support from the staff.

The Improvement in the Accessibility of Services

The impressive shift in agency culture and improved knowledge of multicultural issues allowed for an adjustment of services to communities which had been underserved. During the audit of each direct service program of the agency, significant new directions for improved services were outlined. The direction of these changes emphasized a combination of new models of service to be created, improvements in the sensitivity and approach of existing models of service, and the improvements in outreach to underserved communities. These improvements in services were highlighted by the creation of a new department in the agency specializing in the provision of emotional and practical support services to indigent communities.

Utilizing new federal funding Shanti's Crossings Program has been launched to provide services in the Tenderloin-Mission-South of Market communities, neighborhoods characterized by poverty, injection drug users, and sex trade. Satellite offices which can provide accessible services to indigent communities have been created under Crossings. Crossings has also established a program for women and one for children. In addition, Latino and Native American services have been created under the Practical Support Program. New residential services at Shanti allowed the creation of a Latino congregate living residence and a youth home. The significant expansion of rental subsidies allowed new housing options to single heads of household with children, heterosexual men, gay male partners, and immigrant families affected by AIDS. The agency staff and management is currently comprised of 50% people of color. These skilled and experienced personnel provide sensitive and accessible services to people of color communities. Bilingual, bicultural Latino staff members are available to provide Spanish monolingual services in every agency program.

While changes in the agency culture were essential to organizational, multicultural change, the changes in actual services to people were the bottom line we adhered to in evaluating the success of the Multicultural Plan. The second year of implementation brought about dramatic improvements in the quality of services provided to populations which were previously underserved by Shanti Project and represents strong evidence of multicultural change within Shanti.

Weaknesses in the Implementation of the Plan

In reviewing the past two years, several failings are apparent. Among these weak areas are:

- o Staff trainings became a site of incredible pain, confusion and frustration as staffers grappled with core issues and deep seated feelings. Only after the first year did we divide our sessions clearly into educational trainings and workshops on organizational dynamics and hire separate facilitators. This division worked effectively for us.
- o Failure to keep the Board of Directors knowledgeable about the same issues which the staff were confronting. This led to significant discord within the agency, with key women of color managers wondering whether they could count on the Board for support during difficult transitions within the organization.

o Ambivalent relations with colleague organizations, particularly smaller organizations based in communities of color. The intense pace of the Multicultural Plan, focussed energies heavily on the internal dynamics of change within Shanti. Efforts to communicate these developments within the agency to other organizations remained very limited. Increased attention to these important ties within the community should have occurred.

Sharing the Experience

A major priority of Shanti Project's multicultural transformation emphasized the importance of summarizing that experience for other non-profit organizations, especially AIDS service providers. The results of each of the projects conducted under the plan were recorded and documented in the creation of extensive archival material.

The Multicultural Plan has been distributed to more than 800 organizations and individuals internationally. In addition, the quarterly reports summarizing the progress of the plan have been distributed to more than 200 of those who have received copies of the plan. A visual documentation of this experience has been created in the videotape "The Challenge of Shanti's Multicultural Plan" produced by Annie Hershey with the assistance of the Office of Multicultural Affairs. The video is now available as a part of the extensive Shanti video library on services to people with AIDS.

Shanti's Office of Multicultural Affairs has consulted formally and informally with agencies throughout the country, sharing this experience, including Gay Men's Health Crisis in New York, Walt Whitman Clinic in Washington, D.C., AIDS Project of Los Angeles, Women's Institute for Mental Health and Local 790 of the Service Employees International Union in San Francisco.

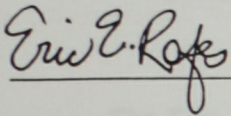
Summations of the results of Shanti's Multicultural Plan have been presented at the National AIDS Update Conference in San Francisco, the International AIDS Conference in Florence, the National Gay and Lesbian Health Conference in New Orleans, the National Lesbian Conference in Atlanta, and the Creating Change Conferences of the National Gay and Lesbian Task Force in Los Angeles and Washington, D.C.

Future Steps

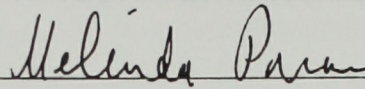
The Multicultural Plan projected by Shanti Project two years ago has now been completed and the agency stands at a new juncture in its development. A plan for the transition of the responsibilities originally centralized in the Office of Multicultural Affairs to various positions throughout the agency has accompanied the elimination of the position of Director of Multicultural Affairs and the elimination of the Office of Multicultural Affairs. The audit of agency programming and supervision of the issues of access and sensitivity has been transferred to the Deputy Director; the responsibility for the assurance of the accessibility of agency facilities has been transferred to the Director of Operations; and agency translation services have been transferred to the Director of Communications. The overall agency multicultural leadership rests with a team comprised of the Executive Director, Deputy Director, and the Chairperson of the Board of Directors.

New agency planning in the field of multicultural affairs will be charted in all department plans and incorporated into the overall agency plan each year. This will include a continuing plan of multicultural inservice trainings and workshops to process organizational dynamics. With this intensive experience in conducting all areas of agency activity with greater multicultural sensitivity,

the agency remains confident that this responsibility can be shared effectively. New personnel are joining the agency even after the completion of the two year Multicultural Plan. However, the qualitative improvement in the multicultural character of Shanti's organizational culture allows new staff members to assume and be held accountable to new agency standards. This strong foundation allows Shanti Project to remain optimistic that the agency will be able to sustain this progress and continue to improve its ability to serve the diverse AIDS affected communities in San Francisco, even after the formal conclusion of this plan.



Eric E. Rofes
Executive Director



Melinda Paras
Deputy Director

In the last two years, Shanti's multicultural transformation was undertaken through a distinct Multicultural Plan which ran parallel to the overall agency plan and was executed mainly through a distinct Office of Multicultural Affairs. The major characteristic of the next stage is that multiculturalism is now an integral component of the agency, and the tasks which have accompanied the Multicultural Plan are being integrated into the job descriptions of agency personnel. With the discontinuation of the Office of Multicultural Affairs, overall leadership of the continued multicultural transformation of the agency falls to the Executive Director, Deputy Director, and the Chairperson of the Board of Directors. These changes are realizable after extensive training of the entire Shanti staff, and significant shifts in the culture of the entire agency. The following report breaks down the specific responsibilities formerly assigned in the Multicultural Plan now incorporated in a variety of positions within the agency:

Executive Director

- Responsible for the overall multicultural leadership of the agency, as a part of agency leadership responsibilities
- Supervision of the agency liaison system with other organizations and communities
- Summarization and sharing of the experience of the Multicultural Plan

Deputy Director

- Assist the Executive Director in the overall multicultural leadership of the agency, as a part of agency leadership responsibilities
- Supervision of the development and continued transformation of all agency services to assure sensitive and appropriate services to indigent communities, people of color, women, and injection drug users (the targeted priorities of underserved communities)



TRANSITION OF SHANTI PROJECT'S TWO YEAR MULTICULTURAL PLAN

The Two Year Multicultural Plan which Shanti Project adopted at the end of 1989 is now near completion. Significant change has taken place within the agency as more than one hundred of the specific tasks called for in the plan have been implemented. Our long-range goal expressed in the plan was the transformation of Shanti Project into a multicultural organization; this is now significantly underway. We have continued and improved our services to the gay men's community and have opened up new models of service to previously underserved communities. The enormous shifts which have taken place in the organizational culture of Shanti, now allow us to consider the next stage of our organizational transition.

In the last two years, Shanti's multicultural transformation was undertaken through a distinct Multicultural Plan which ran parallel to the overall agency plan and was executed mainly through a distinct Office of Multicultural Affairs. The major characteristic of the next stage is that multiculturalism is now an integral component of the agency, and the tasks which have accompanied the Multicultural Plan are being integrated into the job descriptions of agency personnel. With the deconstruction of the Office of Multicultural Affairs, overall leadership of the continued multicultural transformation of the agency falls to the Executive Director, Deputy Director, and the Chairperson of the Board of Directors. These changes are realizable after extensive training of the entire Shanti staff, and significant shifts in the culture of the entire agency. The following report breaks down the specific responsibilities formerly assigned in the Multicultural Plan now engendered in a variety of positions within the agency:

Executive Director

- * Responsible for the overall multicultural leadership of the agency, as a part of agency leadership responsibilities.
- * Supervision of the agency liaison system with other organizations and communities.
- * Summation and sharing of the experience of the Multicultural Plan

Deputy Director

- * Assists the Executive Director in the overall multicultural leadership of the agency, as a part of agency leadership responsibilities.
- * Supervision of the development and continued transformation of all agency services to assure sensitive and appropriate services to indigent communities, people of color, women, and injection drug users (the targetted priorities of underserved communities).



- * Annual audit of all agency services including a review of their ability to appropriately serve many communities.
- * Summation and sharing of the experience of the Multicultural Plan

Personnel Director

- * Development and supervision of the implementation of the agency affirmative action issues, including the preparation of a quarterly report reviewing agency hiring and staffing patterns.
- * Training of management and staff in affirmative action goals and procedures.
- * Creation and supervision of staff-wide agency trainings and facilitation to ensure continued progress in the multicultural transformation of the agency.
- * Training of management and staff in work with disability issues.

Communications Director

- * Supervision of appropriate agency communications to diverse communities.
- * Supervision of the translation of all agency public information into Spanish and the provision of interpreting services for the deaf.
- * Supervision of the cultural diversity of all agency publications.

Operation Director

- * Maintenance of accessible agency facilities for diverse communities, including people of color communities, women, children, monolingual Spanish speaking people, people with wheelchairs, people with environmental sensitivity.
- * Operation and training of staff in the operation of the wheelchair lift, TDD machine and any other forms of agency access to the disabled.
- * Creation of agency decor to ensure an appropriate multicultural reflection of the diverse communities which are served by Shanti.

Direct Services Department Heads

- * Development of sensitive and appropriate services to all AIDS-affected communities in San Francisco.
- * Training and supervision of program staff members in multicultural issues necessary to appropriate service provision.
- * Networking with appropriate community agencies to create partnerships for appropriate services to diverse communities.

All Department Heads

- * Supervision and agency leadership to multicultural sensitivity in all departments of the agency and with all agency personnel.

All Agency Personnel

- * Conduct of all agency activity and provision of all agency services with sensitivity to all of the AIDS-affected communities which participate in Shanti and utilize its services.

Chairperson, Board of Directors

- * Responsibility for the multicultural leadership of the agency policy-making body.

Chair, Board Development Committee

- * Supervision of the effort to diversify Board personnel to reflect the diversity of AIDS-affected communities in San Francisco.
- * Supervision of a multicultural training program for the Board of Directors to improve its multicultural leadership to the agency.

Future agency multicultural planning will be integrated into the six month or annual plans which are prepared by each department of the agency, the Executive Director and Deputy Director and the Board of Directors. A review process to ensure that these responsibilities have been effectively taken-up by the appropriate persons will be conducted in March, 1992 by the Executive Director and Deputy Director.

GUIDELINES FOR THE AFFIRMATIVE ACTION HIRING OF NEW EMPLOYEES

Affirmative Action is an orientation toward hiring, layoffs, and admissions to higher education designed to break the long-standing dynamics of formal and informal segregation and discrimination particularly against people of color and women in U.S. society.

Affirmative Action is a proactive stance toward making the composition of an employer's work force more representative of the local population/work force, including higher paying professional and management positions. It differs from equal opportunity employment which is limited to a statement of commitment not to discriminate but does not offer a proactive program to increase the diversity of the work force.

An affirmative action program involves a series of steps prior to the hiring process so that communities which are underrepresented receive outreach regarding job openings, including job advertisements in minority and womens publications; utilization of individual contacts from various communities for networking purposes to inform communities of job openings; and notice of the employer's interest in hiring people of color and women as indicated in job announcements. These steps will enable diverse pool of applicants to apply for employment with Shanti.

In the hiring process, our affirmative action policy is implemented through the following steps:

- 1) In instances where two applicants appear to be qualified, and you are planning to choose on the basis of your "gut reactions" to the candidates, please review and acknowledge any potential bias you may hold for candidates who are from similar racial/gender/sexual orientation as yourself or bias against those who are from a different background.

- 2) In instances where two applicants appear to be equal in their qualifications and capacity to do the job, it is legitimate and appropriate to consider improving the racial/gender/sexual orientation balance of the entire staff and/or of your unit in determining the final choice in candidates.

3) In instances where one applicant appears to be more qualified than another candidate, it is worth reviewing the standards of qualifications to ensure that they are not biased standards and that these standards are actually necessary to the successful accomplishment of the job. For example the requirements of a college degree may not be necessary when equivalent experience could serve the same function.

4) In the social service sector, there are occasions where knowledge and experience working with a specific community may be a job requirement and is a legitimate consideration as a qualification. For example, a coordinator for a lesbian/gay speakers bureau can be legitimately required to have knowledge and experience of lesbians and gay men. Knowledge and experience working with the Latino community may be necessary in specific AIDS service provision. While these requirements imply the hiring of a lesbian or gay man in the first instance and a Latino in the second, this is not automatically the case. There are certainly lesbians and gay men who have little contact or experience with the gay community and heterosexual people who have extensive contact and experience with this community. Applicants from any race/gender/or sexual orientation who have demonstrated experience in those communities should be considered.

These guidelines represent considerations which should go into the hiring process. They do not represent a blanket requirement that persons of color or women will be automatically hired over white people or men, and they do not promote or endorse the hiring of any unqualified candidate. Affirmative action is most appropriately utilized to describe the entire program of action, which if implemented aims to steadily increase the proportion of underrepresented communities, through hiring skilled and appropriate personnel from those communities.

CONFIDENTIAL

May, 1990
Multicultural Affairs Department

AFFIRMATIVE ACTION HIRING

Affirmative Action is an orientation toward hiring, layoffs, and admissions to higher education designed to break the long-standing dynamics of formal and informal segregation and discrimination particularly against people of color and women in U.S. society.

Affirmative Action is a **proactive** stance toward making the composition of an employer's work force more representative of the local population/work force, including higher paying professional and management positions. It differs from **equal opportunity employment** which is limited to a statement of commitment not to discriminate but does not offer an aggressive program to improve the diversity of the work force.

An affirmative action program involves a series of steps prior to the hiring process to insure that communities which are **underrepresented** receive extensive outreach regarding job openings, including job advertisements in minority and womens publications; utilization of individual contacts from various communities for networking purposes to inform communities of job openings; and notice of the employer's interest in hiring people of color and women as indicated in job announcements. These steps will help to ensure that an appropriately diverse pool of applicants is available for interview and consideration.

In the interview and hiring process, an affirmative action policy is displayed through making the following considerations in hiring:

- 1) In instances where two applicants appear to be qualified, and you are planning to choose on the basis of your "gut reactions" to the candidates, please review and acknowledge any potential bias you may hold for candidates who are from similar racial/gender/sexual orientation as yourself or bias against those who are from a different background.

- 2) In instances where two applicants appear to be equal in their qualifications and capacity to do the job, it is legitimate and appropriate to consider improving the racial/gender/sexual orientation balance of the entire staff and/or of your unit in determining the final choice in candidates.

3) In instances where one applicant appears to be more qualified than another candidate, it is worth reviewing the standards of qualifications to ensure that they are not biased standards and that these standards are actually necessary to the successful accomplishment of the job. For example the requirements of a college degree may not be necessary when equivalent experience could serve the same function.

4) In the social service sector, there are occasions where knowledge and experience working with a specific community may be a job requirement and is a legitimate consideration as a **qualification**. A coordinator for a lesbian/gay speakers bureau can legitimately require knowledge and experience of the experiences of lesbians and gay men. Knowledge and experience working with the Latino community may be necessary in specific AIDS service provision. These are legitimate qualifications for jobs and one may legally and appropriately not consider any candidate whose resume does not indicate these qualifications. While these requirements imply the hiring of a lesbian or gay man in the first instance and a Latino in the second, this is not **automatically** the case. There are certainly lesbians and gay men who have little contact or experience with the gay community and heterosexual people who have extensive contact and experience with this community. Applicants from any race/gender/or sexual orientation who have demonstrated experience in those communities should be considered.

These guidelines represent considerations which should go into the hiring process. They do not represent a blanket requirement that persons of color or women will be automatically hired over white people or men. They do not accept the assumption that any **unqualified** candidate will be hired. This is why the term "affirmative action hire", an implied stigma that an unqualified individual was hired only because an agency needed to improve its numbers for public image, is an inappropriate application of the term affirmative action. Affirmative action is more appropriately utilized to describe the entire program of action, which if implemented properly will steadily increase the proportion of underrepresented communities, through hiring skilled and appropriate personnel from those communities. In effect, it puts an end to the long-standing dynamic of educated white men hiring others like them, through the "old-boy networks" which have locked out people of color and women from employment opportunities for decades.

MEMORANDUM

TO: Tim Teeter
FROM: Melinda Paras
DATE: March 20, 1990
SUBJECT: Review of Personnel Policies re: Multicultural Plan

This is to review the results of our meeting March 16 regarding the personnel related items in the multicultural plan.

There are four personnel related items called for in the first four months of the multicultural plan; the assessment of current staff diversity; development of mechanisms to support staff members during the transition to a multicultural organization; personnel recruitment strategies; and an inservice training for managers on affirmative action. In addition, we noted an important additional personnel policy related to the multicultural plan, the incorporation of language regarding the multicultural issues of the agency into job descriptions.

1) Assessment of Current Staff Diversity

The current mechanisms to evaluate staff diversity are focussed on the quarterly reports of the personnel director which review statistics on racial/ethnic and womens composition of staff, composition of job categories, promotions, and terminations. Copies of these quarterly reports will now be forwarded to the Director of Multicultural Affairs in addition to the Executive Director for review. Recommendations regarding improvements in hiring and promotion patterns should be made in the annual preparation of the affirmative action plan and regular consultations held on a case by case basis as new positions open.

2) Mechanisms to Process and Support Each Other Around Organizational Diversification

The process of organizational diversification will undoubtedly bring some individual anxiety regarding change and underlying tensions around the issues of racism, sexism, homophobia etc. within the staff to the surface. The multicultural plan calls for the establishment of some mechanisms by which staff members can process these issues and support each other in this process.

We considered three types of mechanisms which could serve this purpose. The first was the use of staff caucuses, particularly the People of Color Caucus, the Womens Caucus and the planned formation of the Gay Mens/Bisexual Caucus. The caucuses can serve

as an important vehicle for groups from oppressed communities to discuss issues facing them in a safe environment. The caucuses will be an important site for a large percentage to staff members particularly to discuss issues of oppression they may feel in relation to the organization's multicultural transition. Second, we thought Tim and Melinda could serve as individual contact people who would be willing to talk over issues that come up with individuals. This has already been occurring on an informal basis. Third, we considered the possibility that the "Staff Care" program which Tim is arranging can also serve as support mechanism once it is underway. We agreed that these mechanisms would be explained in a TWAS article accompanying comments on the trainings being launched, which Melinda would take responsibility for.

3) Development of Personnel Recruitment Strategies

The personnel director has established several mechanisms to recruit new personnel to the agency from diverse backgrounds. These include paid advertising in community based publications, an individual mailing and contact list for job listings, and a standing file of resumes from prospective applicants.

We agreed these were appropriate and valuable mechanisms to retain. The list of publications would be reviewed in detail by the Director of Multicultural Affairs (DMA) to improve its coverage to diverse communities. The individual mailing and contact list for job listings would also be reviewed by the DMA to improve its coverage. In addition, some emphasis will be placed on sending material to newsletter style publications which reach a broader scale of contacts from targetted communities.

4) Inservice Training on Affirmative Action

The multicultural plan calls for a training session for managers on affirmative action to be held in May (see revised timetable). In reviewing the existing plan for inservice trainings, time slots were available for trainings for both staff and management during May which could be utilized for trainings on this subject. We agreed to plan for workshops of combined staff and management on the general principles of affirmative action and a distinct training for managers. The managers training would incorporate additional information and discussion about the legal issues concerning affirmative action and issues related to personnel policy such as hiring. Melinda and Tim will plan for and lead these trainings with preparations beginning toward the end of April. Dates for the trainings are May 11 and May 15 for staff members and May 17 for managers. Tim will take responsibility for scheduling and notification matters.

5) Job Descriptions

We also noted the importance of the new policy of incorporating language related to the multicultural plans in all job descriptions in the agency regarding the multicultural plan. This includes the phrase "sensitivity to issues involved in working in a multicultural cosexual community based organization" as a requirement for all staff positions and particular sensitivity to these issues in job related functions (where appropriate). The formal establishment of these criteria as a part of all job descriptions will be an important vehicle to evaluate job performance in the future.

I. CHILD CARE PROVISIONS FOR STAFF

Child Care Provided for Staff Events

Shantl Project should adopt a policy requiring the provision of quality, licensed child care or compensation for parents for all staff events outside of employee regular work hours (9:00 am - 5:00 pm, Monday - Friday). Already this proposal has been set in motion: both child care and compensation are available for Shantl Project's annual staff retreat. In addition, where possible, Shantl Project should attempt to involve children in these events, e.g. provide a children's program separately, or as a part of the events.

Personnel Department should make available to managers a list of ten sensitive, licensed child care providers to be used when needed for staff events. The list should attempt to provide for the needs of children/dependants of various cultures, ages, and health conditions.

Office of Multicultural Affairs
April, 1991

PROPOSED SHANTI CHILD CARE POLICY

INTRODUCTION

Parent-sensitive work policies demonstrate an organization's commitment to welcoming the participation of parents. More specifically, this welcome is extended to women, who carry the bulk of child care responsibility in our society and contribute significantly to the advancement of non-profit work. However, child care is not limited to being a "women's issue", it is also an economic issue. There is a growing recognition in the business sector that parent-sensitive policies reduce employee turnover and absenteeism, improve a company's productivity, and enhance an employer's ability to attract and retain quality workers. In addition to serving the organization and parents, parent-sensitive policies ultimately benefit the child. Thereby, an organization committed to child care is an organization committed to children and to the future of the community.

I. CHILD CARE PROVISIONS FOR STAFF

Child Care Provided for Staff Events

Shanti Project should adopt a policy requiring the provision of quality, licensed child care or compensation for parents for all staff events outside of employee regular work hours (9:00 am - 5:00 pm, Monday - Friday). Already this proposal has been set in motion: both child care and compensation are available for Shanti Project's annual staff retreat. In addition, where possible, Shanti Project should attempt to involve children in these events, e.g. provide a children's program separately or as a part of the events.

Personnel Department should make available to managers a list of ten sensitive, licensed child care providers to be used when needed for staff events. The list should attempt to provide for the needs of children/dependents of various cultures, ages, and health conditions.

Children's Room at Shanti

Shanti Project should establish a Children's Room at the Project. One of the most visible steps Shanti Project can take in projecting to staff, volunteers, and clients as well as to the general public, Shanti's commitment to childcare is in setting up a child-friendly room at Shanti. Such a room may include a TV and VCR with several children's movies for varying ages, an Nintendo, books, toys, and other appropriate items. As the Residence Program moves to a new location in Summer of 1991 space will become available for a Children's Room.

It should be made clear that the purpose of the Children's Room is not to serve as a child care center, rather it serves to create a responsive atmosphere to children and women with children. Currently, the physical setting at Shanti Project offers little to children in the way of making them comfortable, excited or welcome. This building was not necessarily set-up and decorated with children in mind. Thus, in addition to the establishing the Children's Room, attempts should be made at making the entire building child-friendly so that a certain continuity is built and the Children's Room will not appear to have been artificially implanted. Such attempts may include "child-proofing" the entire building, adding child-size furniture to the open lounge area, adding children's material to the rest of the literature display by the mailboxes, putting-up children's posters and prints, providing a bulletin board for displaying children's art, providing child-centered refreshments e.g. juice boxes, and other ideas.

Flexibility in the Work Place

Shanti Project should increase flexibility in the work place, thereby providing parents with greater opportunity to meet both their parental and work responsibilities. Parents who have more flexibility to deal with dependent concerns will have less stress on the job, better productivity, and a more positive attitude toward work than parents with inflexible work schedules. To a large extent Shanti Project already provides employee parents with a great deal of flexibility (e.g., parent-school conference leave, parental leave, full telephone access, and personal holidays). Adopting the following additional five measures which increase flexibility to employees would further expand Shanti Project's parent sensitive policy.

o Flextime

Provide a work schedule which permits all salaried exempt, employees to choose their starting and quitting times within limits set by supportive management.

o Flexibility Around Emergencies

Accommodate and support parents taking unexpected time off to attend to dependent concerns when other child care options have been exhausted. Managers and co-workers need to be willing to step-in and temporarily relieve the parent thus enabling her/him to attend to the emergency.

o Flexiplace

Provide the option to work off-site during partial work time for appropriate positions.

o Sick Leave for Children

Allow salary-exempt parents additional four hours per month sick time leave to be used for dependents' illness and salary non-exempt staff additional five hours per month sick time leave to be used for dependents' illness.

Salary non-exempt staff should be allowed an additional hour per month, because, unlike salary exempt staff, they are not eligible for flextime and flexiplace.

o Job Sharing

Provide employees with a job sharing option. In a job sharing arrangement, two people share the responsibility of one full-time job. The two sharers can restructure a career oriented professional position that cannot easily be separated into two part time jobs. By advertising future job openings both regularly and with a job sharing option, Shanti Project can open its doors to a sizable portion of the parent population currently unable to secure desired positions.

Resource and Information Referral/ Educational Seminars

o Shanti's Personnel Department can provide parents with a list of resource and referral agencies around San Francisco and the East Bay. Pamphlets, publications, and brochures on parenting and child care may be kept in a child care library either in the Children's Room or in the Personnel Director's Office.

Dependent Care Assistance Program (DCAP)

The Finance Department should look into providing its employees with the Dependent Care Assistance Program (DCAP). As part of the Economic Recovery Act of 1981, DCAP allows employers the option to provide virtually cost-free child care. Through DCAP, each employee can reduce her or his salary and place that money into a spending account which can be used to pay for child care expenses with pretax dollars. The employee saves money because she or he does not pay Federal taxes or social security taxes on the portion of the salaries set aside for child care expenses. The employer saves money because no social security or unemployment taxes are paid on the salary set aside for child care.

According to the U.S. Department of Labor 1987 statistics on tax savings through DCAP and an informal survey of Shanti Project's parents' salaries and child care costs, the DCAP program may prove to benefit Shanti Project. An accurate estimate and complete workings of the program would need to be evaluated and implemented by a benefits attorney. Furthermore, the idea of initially reducing one's salary to gain benefits later may not at first appeal to employees, thus the complete workings of the program must be effectively communicated to employees in order for this program to work.

II. CHILD CARE PROVISIONS FOR VOLUNTEERS

o The ES, PS, and Crossings Department should begin to keep data on parent volunteers by adding the category of "parent" to their list of attributes. Currently there are no records kept of which of our volunteers have dependent children. Knowing the numbers would help Shanti Project's better provide child care services to volunteers.

o Shanti Project should offer to arrange for quality, licensed child care and/or compensation for Emotional Support, Practical Support, Crossings, Program, and New Moon Trainings, as well as, volunteer appreciation events (e.g. Summer picnic, Wintercelebration, and brunches). In addition, Shanti Project should attempt to come up with ways to involve children in these trainings and events, by providing appropriate children's programs separately or as a part of the events.

III. CHILD CARE PROVISIONS FOR CLIENTS

The Crossings Program has begun working on a project that will address the needs of clients with dependent children as well as Shanti clients who are children.

APPENDIX

Various options in the child care proposal may be divided into separate phases in order to ease the implementation process of this plan. The following proposed two phases, spreading over the next two years, begin with the projects already underway and ends with the more complicated and costly ones. The department in charge of the implementation of the project and a rough estimation of yearly cost is included in parenthesis.

Phase I (July 1991 - June 1992)

1. Provide child care for staff events (Personnel, \$800 per year)
2. Assessment of volunteer child care needs (Volunteers Recruitment or ES/PS/Crossings, \$400 per year)
3. "Children's Program" (Crossings Program)
4. Children's Room at Shanti Project (Personnel, all materials can be donated, no extra cost for insurance)

Phase II (July 1992 - June 1993)

1. Provide child care for volunteer events (ES/ PS/ Crossings \$1,000 per year).
2. Resource and information referrals (Personnel, \$300 per year)
3. Look into the Dependent Care Assistance Program, DCAP. (Finance, consultant fees may be donated, otherwise \$600)
4. Flexibility in the work place (Personnel, \$500 per year)

April, 1990

GUIDELINES FOR A MULTICULTURAL AUDIT OF SHANTI PROGRAMS

The audit process is a central part of Shanti's Multicultural Plan, involving a detailed review of all services provided by the agency and their sensitivity ability to appropriately serve clients from a variety of backgrounds. The Director of Multicultural Affairs will facilitate the audit process, and coordinate with each program director. The audit process is an activity of the Department of Multicultural Affairs in conjunction with each service program of Shanti - an opportunity for the Multicultural Affairs Department to conduct a careful examination of Shanti's services and develop recommendations for the improvement of those services.

Goals of the Audit

Our goals in the multicultural audits conducted in 1990 are to gain a frank and accurate evaluation of the current state of affairs regarding each programs handling of multicultural affairs. In this year's audit process we will target no more than three major areas for improvement and establish a concrete set of plans for correction. Our evaluations will not only include assessments of how some communities can be served better, but also set a basis to make decisions on who our agency will not be able to serve. This should including timetables and goals for the improvements we hope to accomplish.

Targetted Populations

The multicultural audit will focus on the issues of the accessibility and sensitivity of each of our programs to the diverse populations of people of color, women and women with children, specific gay male cultures, IV drug users, sex-industry workers, and the differently abled.

Our Approach to the Audit Process

As a starting point we will need to take into account the specific characteristics of each program which we are evaluating, considering the unique issues which are involved in that program. We will begin the audit process with a concrete evaluation of the statistics of each program in regards to staff, volunteers, and clients served from targetted populations. Recent progress and improvements in our service provision will be noted carefully. Shortcomings and limitations in our work will be examined with an emphasis on methods of improvement rather than blame or criticism.

What We Will Be Looking For

We will be looking for both the obvious and the more subtle forms of bias and restrictions which may hamper the full accessibility of our programs to all AIDS affected communities and the appropriateness of specific services for specific populations. We will examine formal and explicit policies of our service; informal dynamics and patterns of work which may be exclusionary; the design of our programs which may affect accessibility; the skill and knowledge of personnel regarding service to diverse communities; problems each department has faced serving different specific communities; and evaluation of programs directed toward specific communities.

The Audit Process

The multicultural audit process will utilize the following steps and mechanisms to conduct this study:

- 1) Meeting between the Director of Multicultural Affairs and the Program Director of the program being reviewed, to discuss the procedures for the audit and a preliminary review of the program director's opinions on the current state of affairs of their program and areas of concern.
- 2) Meeting with the staff of the department to discuss the procedures, goals of the audit, and preliminary perspectives of staff members.
- 3) Individual interviews with select clients, staff members, volunteers, and other professionals in the same area of work.
- 4) Analysis and evaluation of the material collected and development of a preliminary report by the Director of Multicultural Affairs.
- 5) Meeting with the Program Director and Department staff to review the preliminary report of the Director of Multicultural Affairs.
- 6) Submission of the report of the Director of Multicultural Affairs to the Executive Director.
- 7) Meeting between the Executive Director and Program Director to review the results of the audit and make any decisions regarding programmatic changes.
- 8) Completion of written reports.

Implementation

The Guidelines for the Multicultural Audit of Shanti programs will be discussed in a meeting with all managers. We will then begin a program by program audit on the following schedule:

May - Discussion of Guidelines in Managers Meeting

June - SFGH

July - Practical Support and PWA Activities

August - Residence Program

September - Emotional Support

Following the audit of service programs, an evaluation of the audit process will be conducted by the Department of Multicultural Affairs. New guidelines will be established for an audit process for other Shanti Departments to review issues multicultural access in their work.



October, 1990

SHANTI PROJECT MULTICULTURAL ADVISORY COMMITTEE MEMBERS

Jerry Bock

U.C. Berkeley M.B.A. student and Shanti volunteer, assisted in the development of the Multicultural Plan, San Francisco.

Barbara Cameron

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Executive Director of the Harvey Milk School, New York.

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