

## BAHSES MEMORANDUM



January 22, 1993

TO: Board of Directors  
FR: Lee Y. Woo, Executive Director  
RE: AGENCY CONTINGENCY PLAN

Attached is a confidential and very serious document: BAHSES Contingency Plan. The contents of the documents outline:

1. Grants we have yet to hear about
2. The positive issues we see
3. Negative issues and concerns
4. Contingencies for the consequences of where we are now, whether we get funding or not.

You will note, if we are not funded, we may go as far as closing the agency.

Please review and bring questions. And I hope we can put aside all other business to discuss the contents of the attached document. I will have Mike Brunetti attend this meeting to assist in the discussion.

cc: Mike Brunetti

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# CONFIDENTIAL DOCUMENT

## BAHSES CONTINGENCY PLAN

This document will discuss BAHSES' contingency plan as developed by senior management on the options that are available to the agency and its staff at this time. The Contingency Plan can be use a planning document to develop action plans to get the agency back on track. The information listed was used to develop the plan.

### 1. Outstanding Grants

- James T. Irvine
- B. Wellcome
- Levi Strauss
- M&M
- State of California - Alameda County

### 2. Positive Items

- Board Reversed it decision to stop writing grants
- Approved Care Funding for FY 93/94
- Still have San Francisco Foundation Funding
- Still have Relapse Grant
- Steam Works potential funder for emergency funds
- Developed plan of action for M&M Grant
- The possibilities of lower the Units of Service (UOS) for Care Grant
- Staff is actively working on its issues through scheduled retreats
- We have learned from our experiences and applied them
- There has been increased performance in some departments
- The opportunity to become our own Fiscal Agent
- AIDS Office of Alameda County very supportive of our work and efforts
- AIDS Office of San Francisco (Direct Services) has been supportive and willing to work with Support Services.

### 3. Negative Items

- No Office in Oakland
- Out grown the space in San Francisco
- Board of Directors not assisting in agency viability
- Board not willing to work on its own issues
- Community Peers perceived view of agency
- AIDS Office of San Francisco (Ed/Prev) not supportive
- Short Staff
- Quality Staff for the jobs
- Funding Flow interrupted
- GMOCC
- NTFAP
- African American Community perception
- Executive Director's Role - spread thin and not doing things that need to be done
- Lack of Agency Action Plan
- No Cash Reserve
- Units of Service (UOS) for African Americans Men too high?

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- Education Department having serious problems
- Limited/no creative outreach
- History to BWMT and NTFAP on how agency was formed
- Lack of accurate financial reports

### 4. Contingency Plans

#### a. Funded

- Hire Program Coordinator - Education - BAHSES WEST
- Clean House:
  - GMOCC
  - NTFAP
  - Board of Directors
- Have a proactive Board take an active role in ensuring the viability of the organization
- Establish Operations
  - Develop Cash Reserve
- Re-establish Funding Routine
  - Funding Flow
- Develop new relationships with AIDS Office (Ed/Prev)
- Free up Executive Director so he can make the necessary contacts
- Review office space utilization in San Francisco
- Open office in Oakland and move BAHSES EAST and BAHSES REGIONAL activities to site
- Board will have to allow staff to run agency
- Obtain a Full Time Development Person

#### b. Not Funded

- 1) Scale down operations to Direct Support
  - Reduce Office space
  - Move to new location in Tenderlion
- 2) Transfer existing grants to another agency
- 3) Close office and return grants to source
  - a) Grants
    - San Francisco Foundation
    - OMH
    - Steam Works
    - Care - Support Groups and transportation
    - Levi Strauss
    - BAHSES Athletic Fund
    - CDC \$30,000
  - b) Staff
    - Assist with placement - work with staff
    - Give staff advance notification
    - Relocate Clients

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Disposal of Agency Records - Clients and Employees  
Ensure staff does not lose benefits  
Lay Off Orientation to ensure staff applies for

unemployment benefits

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