

# THE CAPACITY BUILDER

NMAC TECHNICAL ASSISTANCE, TRAINING AND TREATMENT DIVISION NEWSLETTER

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## CONSULTANTS ON THE MOVE



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Silver Springs, MD

Bernard Warren is the CEO/Managing Director of Bernard Warren Associates (BWA), a management consultant firm based in Silver Spring, MD. BWA provides capacity building assistance (CBA) to non-profit community-based organizations across the country. BWA has demonstrated successful abilities regarding organizational development topics and meeting management services. Besides working with various Planning Councils, Bernard brings 16 years of experience in program development and implementation for health and community service programs. Some of those programs include Housing Counseling and Placement, Adolescent Pregnancy Prevention, Medical Care for Children and HIV Prevention, and Education.

Mr. Warren recently served as a Consultant Project Manager for the National Minority AIDS Education Center (NMAETC). He was responsible for managing the technical assistance program and NMAETC's collaborative efforts with health care organizations across the U.S.

Bernard Warren provides capacity building consultancy services to the National Minority AIDS Council (NMAC) under the Division of Technical Assistance, Training and Treatment. Bernard has provided services in the areas of Resource Development, Strategic Planning, and Board Development.

For more information about Bernard Warren Associates, please contact [tatt@nmac.org](mailto:tatt@nmac.org).

## NMAC IN THE COMMUNITY

By Christine Rodriguez, Program Assistant for NMAC

**HIPS** This summer, I began volunteering with HIPS (Helping Individual Prostitutes Survive), a local organization dedicated to helping street sex workers in the District of Columbia lead healthier lives. Employing a harm reduction model, HIPS' programs address the impact that HIV/AIDS, STIs, discrimination, poverty, violence, and substance use have on the lives of people who engage in sex work. Every Thursday through Saturday night, volunteer teams composed of three to four people conduct overnight street outreach that includes education and counseling, as well as distributing safety materials, clothing, and food.

HIPS' clients are amazing advocates for the organization, their community, and themselves. Every time I do outreach with HIPS, it reminds me of the importance of our work at NMAC. It also makes me proud that our constituents dedicate their lives and work to the fight against HIV/AIDS.

## CBO SPOTLIGHT

**BIENESTAR, Los Angeles, CA**



The BIENESTAR Human Services, Inc. was founded in 1989 as a non-profit tax-exempt grass roots organization based in Los Angeles, CA. BIENESTAR responds to a need for quality, culturally, and linguistically sensitive services to the Hispanic-Latino community. In keeping with its mission, BIENESTAR is committed to enhancing the health and well-being of the Hispanic-Latino community and other underserved communities. BIENESTAR has grown from providing educational seminars on weekends to a multi-services agency for Hispanic-Latinos. BIENESTAR's health models have set the standard of excellence for

peer-driven services, thus making BIENESTAR unique in Southern California and exceptional throughout the United States. BIENESTAR is the largest Hispanic-Latino community-based organization in the United States that meets the social services, health education and prevention needs of Hispanic-Latino men, women, and children living with HIV/AIDS, and those most at risk of HIV, sexually transmitted diseases (STDs) and other infections. BIENESTAR accomplishes this through community education, prevention, mobilization, advocacy, and the provision of direct social support services. BIENESTAR serves the residents of the Los Angeles, Riverside, San Bernardino, and San Diego County areas.

For additional information on BIENESTAR programs, please contact BIENESTAR at (323) 727-7896.

## TA 101 | 5 STEPS TO BUILDING AN EFFECTIVE BOARD

By Venessa M Perry, MPH, President/CEO Health Resource Solutions, Inc.

Over the past several years, Board Development has become one of the hottest topics in the non-profit world. Most people know that without a strong board, the staff and Executive Director are expected to create the vision for what the organization can become, but also to do all of the work. An effective board can provide a foundation for the mission of the organization and a framework that make it possible for the management, staff, and volunteers to focus on the daily responsibilities of making the mission a reality. Without a strong board, non-profit organizations are unlikely to be successful in meeting the needs of the communities they serve.

Building an effective board is like creating a championship team. It takes leadership from the top to recognize that there is a need for change. Five steps need to be taken to develop and implement a plan to build an effective board.

**1. Identify talent** – Create a checklist of characteristics, skills, and expertise that will serve as a template for what the organization is looking for in a board member. Use this also as an opportunity to assess any gaps within the current board membership.

**2. Recruit the best talent** – Explore potential members interest in being on the board. Do they believe in the mission? Are there limitations on them fully participating? Engage the prospect

by meeting with them and reviewing the roles and responsibilities of board service and perhaps even invite them to serve on a committee or be a part of an event or project. Evaluate the prospect to determine if they are a good fit for the board.

**3. Involve the talent** – Make sure each board member is on a committee so that their talents and interests can be effectively used. Develop effective communication processes to keep board members engaged. Encourage questions and open discussions.

**4. Train the talent** – Create ongoing opportunities for board education. Bringing in outside experts in fundraising, strategic planning, financial issues etc. as part of the regular board meeting or at retreats is a good way to keep the board informed.

**5. Rotate the talent** – Bring in new members to inject new ideas into the organization. Make room for new board members by setting term limits. Assign board members to other committees once they rotate off the board as a way to save institutional memory.

Instituting these five steps on a regular basis will ensure that the organization has a fully engaged board that works well together and can carry out the mission of the organization.

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## 2008 CALENDAR OF EVENTS

NMAC's Nonprofit Executive Leadership Academy – Session 2  
Washington, DC \* January 12-13, 2009

National African American MSM Leadership Conference  
on HIV/AIDS  
Atlanta, GA \* January 22-25, 2009

Preventive Medicine 2009  
Los Angeles, CA \* February 11-14, 2009

National Conference on African Americans and AIDS  
Philadelphia, PA \* February 23-24, 2009

### NMAC PRESENTS POSTERS AT THE 2008 AMERICAN PUBLIC HEALTH ASSOCIATION CONFERENCE

On October 25-29, 2008, the National Minority AIDS Council (NMAC) premiered the following posters at the American Public Health Association (APHA) Conference: *HIV/AIDS Capacity Building Assistance (CBA) Efforts in Correctional Healthcare and Discharge Planning*; *HIV/AIDS CBA Efforts in Katrina-affected Regions*; and *Developing Leadership in Communities of Color through CBA*. The posters included data collected from pre-post surveys conducted after NMAC training sessions.

The pre-post surveys noted in *HIV/AIDS CBA Efforts in Correctional Healthcare and Discharge Planning* evaluated the participants' knowledge and skills, and if the material presented met their expectations. The results indicated that through the Prison Initiative program, NMAC provides the following services: knowledge and skills to improve their capacity to enhance discharge planning, deliver HIV prevention services to African-Americans who are or were recently incarcerated, the opportunity to network with other agencies, and increase valuable resources.

*HIV/AIDS CBA Efforts in the Katrina-affected Regions* demonstrated the need to increase CBA services in Louisiana, Mississippi, and

Alabama. CBA services offered included board development, fiscal management, grant writing, human resources, and strategic planning. The results showed that programmatic focus continues to have emphasis on developing leadership and organizational infrastructure in communities most impacted by the HIV/AIDS epidemic.

The surveys related to Developing Leadership in Communities of Color through CBA evaluated the understanding of CBA as a method for improving HIV/AIDS program efficacy and reducing health disparities, among attendees. The results indicated that ongoing support and monitoring from capacity building providers is critical for CBOs to become self-sustaining.

All posters were created based on NMAC's need to formally assess the effectiveness of CBA services provided through individualized, state, and regional trainings. The results from the studies concluded that trainings for CBOs are an effective informational tool on how to strengthen their organization's capacity to address the challenges of HIV/AIDS in communities of color.

For more information on NMAC's CBA Services, please contact us at [tatt@nmac.org](mailto:tatt@nmac.org)

### NMAC'S HIV VACCINE RESEARCH EDUCATION PROGRAM

Finding a safe and effective vaccine to prevent the spread of HIV is our best hope for stopping the HIV/AIDS pandemic. Recent media coverage on this issue has compelled the National Minority AIDS Council (NMAC) to become a national partner of NIAID's (National Institute of Allergy and Infectious Diseases) HIV Vaccine Research Education Initiative (NHVREI).

This program seeks to engage national and local organizations and the media in increasing the knowledge, support, and willingness to participate in HIV vaccine research. The initiative's core focus is to enhance partnerships amongst those heavily affected by HIV/AIDS in African-American, Hispanic-Latino, and MSM communities.

NMAC has organized outreach activities geared to educating its constituents about HIV vaccine research and participating in HIV vaccine clinical trials. This past National HIV Vaccine Awareness Day, NMAC dedicated a page on its website to vaccine research education. The page included links to tutorial and online resources. NMAC also held a poster contest and invited artists to create

artwork to promote HIV vaccine research awareness. The top three winners were announced at the 2008 United States Conference on AIDS (USCA), held in Fort Lauderdale, FL. Their submissions were turned into postcards and posters, which were displayed at each plenary session and in the exhibit hall.

NMAC is committed to increasing awareness and knowledge on HIV vaccine research among key stakeholders and leaders in communities of color throughout the U.S. and its territories. The agency is currently recruiting individuals to volunteer as community liaisons and support HIV vaccine research education efforts. The community liaisons will assist in distributing information and materials at events and meetings; making presentations to local groups; hosting informational sessions/community forums; or writing articles for local newsletters, websites, and e-blasts. The success of vaccine trials depends on the understanding, trust, support, and participation of all communities.

For more information, please visit NMAC's vaccine awareness page at [www.nmac.org](http://www.nmac.org), as well as the NHVREI website at [www.bethegeneration.org](http://www.bethegeneration.org).

### BRIDGING THE GAP THROUGH DISCHARGE PLANNING: FROM CORRECTIONS TO THE COMMUNITY

By Elana M. Parker, M.Ed., M.L.A.P.

Re-entry is a term often referred to when an incarcerated person is making the transition from prison to public life. State government agencies, community organizations, and faith-based groups are collaborating to provide re-entry services for inmates and ex-offenders who are reintegrating back into society.

Within the correctional system, re-entry is implemented in the form of Discharge Planning (DP). DP includes a pre-assessment of the inmates re-entry needs including food, clothing, and shelter, medical follow up, substance abuse / mental health treatment, and comprehensive social services. This assessment will allow inmates to be successfully linked with community providers prior to release.

An effective discharge plan will achieve the following outcomes: (1) ongoing medical services; (2) access to social services; (3) strengthened partnerships between law enforcement and service providers; (4) reduction in social and health disparities; (5) decrease in prison recidivism rates; (6) increase in public safety; and (7) strengthen relationships between former prisoners and their families.

Effective Discharge Planning is an essential element for assisting incarcerated and newly released persons to achieve a crime free and productive quality of life after prison.

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