

LEADING THE WAY

ST. ANTHONY'S



St. Anthony's Leading the Way Community Award Honorees:

Pictured from left to right: Melissa Ault Ricci (NCL Vice President of Philanthropy), Ellie Ault Rosa (Ticktock, NCL Golden Gate Chapter), Liz Farrell (NCL President), Lou Seal (SF Giants), Joey Toboni (Affordability Project)

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LEADING THE WAY is a community awards celebration that honors an exceptional business, a young professional, and a community organization for their long-standing commitment to our community. The pandemic gave us time to rethink our traditional fundraising event and identify what we felt was a reason to gather in celebration: leadership in community service, volunteerism, advocacy and philanthropy for this place we call home, the San Francisco Bay Area.

We congratulate the winners, who were selected from a group of dynamic and deserving organizations and individuals who are Leading the Way in transforming our region.

(Learn more about Leading the Way honorees on page 12)

2022 LEADING THE WAY COMMITTEES

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ST. ANTHONY FOUNDATION A Brief History

From the bustling dining room, to the free clothing and medical clinic programs, to the technology lab and Hygiene Hub, St. Anthony Foundation is one of the most comprehensive providers of social safety net services in San Francisco, working in tandem with the community, businesses and private foundations alike. But how did this storied institution come to be, and what's next for a name that's practically synonymous with charity in the city?

From Sidewalk Sandwiches To Comprehensive Social Safety Net

St. Anthony Foundation traces its origins back to 1950, when Father Alfred Boeddeker, a pastor at St. Boniface Church, began handing out sandwiches through the back door of the rectory on Golden Gate Avenue. Frustrated by the sight of hungry people forced to eat their meals on street corners, and driven by his Franciscan vow to preserve the human dignity of all people, Father Alfred set out to create a place where all were welcome to gather and share a hot meal together.

Thus, St. Anthony's dining room was born. Father Alfred chose the name "St. Anthony's" in honor of Anthony of Padua, a Franciscan priest from the 13th century



noted for his devotion to the poor and the sick. By 1962, St. Anthony's had already served 6 million meals, and awareness of the organization's impact was growing. News of the milestone even came across the desk of President Kennedy, who sent a telegram congratulating St. Anthony's.

But Father Alfred didn't stop there. While running the dining room, he noticed that many guests were experiencing homelessness and substance use disorder. When a donor gifted St. Anthony's a home, Father Alfred began inviting guests to live there while they got back on their feet. In the 1980s, the program took on more structure, incorporating the 12-step program of Alcoholics Anonymous, and the Father Alfred Center Addiction Recovery center as we know it was born. And 1988 saw the establishment of the free clothing program, which has since grown into the largest service of its kind in San Francisco.

Recognizing the increasing importance of computer literacy in life and work, St. Anthony's launched the Tenderloin Tech Lab in 2008. In addition to enabling members of the public to go online and stay connected, the lab also offers classes and workshops to help guests develop their technology skills.

By the 2010s, the dining room was beginning to outgrow its facilities, and in 2014, St. Anthony's opened the doors to its new, expanded dining room. With the capacity to serve more than 2,000 meals per day, the new dining room features a restaurant-grade kitchen and spacious dining area.

2021 saw the completion of the Hygiene Hub, which offers guests access to showers and laundry machines in a calm setting that respects their dignity.



A New Chapter At St. Anthony's Focuses On Hope, Stability and Renewal



Photographed: NILS BEHNKE

St. Anthony's has been a consistent safety net in this city for our most vulnerable neighbors since 1950. "We've always been a place that never asks questions," says Nils Behnke, CEO of St. Anthony Foundation since September 2020. "It doesn't matter who you are, where you come from or what you believe. If you show up here, we are going to help."

Today St. Anthony's offers a guest coming through its doors so much more than the hope found through eating a warm meal in the community of others. It also is where anyone can create a path to stability and renewal for themselves. This whole-person journey positively affects everyone involved – guest, staff, volunteer and donor.

"The focus is on evolving how we impact San Francisco and the community," Behnke says. "We're in a unique position with the breadth of our services and our ability to directly provide employment to make a difference in the face of homelessness and other associated challenges in our city. I hope to bring some strategies and learnings from my time as a management consultant to help us further differentiate our impact from what some of the other providers of social services are doing – and what is much needed in our city."

What remains unchanged is St. Anthony's connection to the principles and the practices of the Franciscan movement.

“
The focus is on evolving how we impact San Francisco and the community,”

- Nils Behnke

"This has been and always will be a Franciscan organization," says Behnke. "St. Anthony's is now run by professional management, of course, but the spirit of our entrepreneurial founder and of the Franciscans – of inviting people in and meeting them where they are – is very much alive."

"We invite people of all ages to join us in walking along side our guests in their journey to personal transformation. You will be renewed, too."

HOW IS ST. ANTHONY'S LEADING THE WAY TO MAKE THE BAY AREA A BETTER PLACE?

St. Anthony's holistic approach to stability is comprehensive, spanning 10 key areas:

When someone is suffering from poverty, homelessness and substance use, the chance to live a stable life can seem so far out of reach. It can seem impossible. But at St. Anthony's, we have a vision of greater hope, stability and renewal for our most vulnerable neighbors—and we put this vision into action every single day to make personal transformation a reality. With all our hearts, we focus on the whole person and never give up on

anyone. Together, we're creating a better world right here in San Francisco.

Our commitment to honoring every person's inherent dignity and being a trusted companion for those seeking a brighter path is strengthened by our generous volunteers, donors, partners and staff. Join us as we expand our reach, deepen our impact and change more lives.



Source: Starting frame from SAF; expert interviews; Principles of Drug Addiction Treatment: A Research-Based Guide (2012); NIDA; Sheedy C. K. et al. (2009). Guiding Principles and Elements of Recovery-Oriented Systems of Care: What Do We Know From the Research? U.S. Department of Health and Human Services.



STEFANIE KRAL, St. Anthony's Clinical Supervisor

MEDICALLY ASSISTED RECOVERY AT ST. ANTHONY'S

In the treatment of substance use disorders, clinicians typically provide one of two modalities. Abstinence-based recovery, in which the patient refrains from all drug, alcohol and other substance use, is the traditional approach — one St. Anthony's has used for decades to great effect, successfully treating thousands of patients and putting them on the path to stability.

Medically assisted recovery, by comparison, uses medications (such as

methadone for those with opioid use disorder) in combination with counseling and behavior therapy as part of a whole-patient approach to treating addiction.

It's an approach that St. Anthony's recently began offering in response to the overwhelming public health data that medical assistance in addiction recovery improves outcomes. According to the Substance Use and Mental Health Services Administration, medically assisted recovery has been found to improve

patient survival rates, increase retention in treatment, and increase patients' ability to obtain and maintain employment, among other benefits.

Medically assisted recovery can be considered a form of harm reduction, says Stefanie Kral, lead mental health clinician at Father Alfred Center, the residential addiction treatment arm of St. Anthony's that serves men over 18 who are experiencing addiction and co-occurring conditions. "People think harm reduction

is passing out clean needles, but medically assisted treatment is also harm reduction," she explains. "It's truly giving individualized care and not putting the same care and expectation on everybody."

To most effectively serve its target populations, today St. Anthony's proudly provides both options. "Medically assisted treatment is not for everybody, but it is [right] for some people," Kral continues. "And I truly believe that it's saved lives."

Breaking the Cycles of Chronic Homelessness and Poverty with St. Anthony's Companionship Model



WAYNE GARNETT, St. Anthony's Director of Companionship

Communities working to solve social issues face plenty of obstacles, including budgetary constraints and staffing challenges. But sometimes it's not a lack of funding or willpower, but rather a lack of coordination and continuity, that allows members of the community to slip through the cracks.

St. Anthony's alone offers a comprehensive continuum of care ranging from essential services (dining room, Hygiene Hub, free clothing program, Community Safety Services) to health care (medical clinic, addiction recovery program) to those aimed at driving social mobility (Tenderloin Technology Lab, workforce development program, transitional employment opportunities). Although the city offers

numerous programs to assist those in need, navigating between the different services on one's own can be a significant obstacle to recovery and stability, especially for those struggling with chronic homelessness, substance use disorder, or mental health conditions. And it's precisely this gap that St. Anthony's aims to bridge with its new companionship model.

Currently in the prototype stage, the companionship model provides a single companion to each person in St. Anthony's substance use recovery program to guide and support participants in their difficult, multi-year journey to stability and renewal. The companions are themselves trusted employees with lived experience of the program — people like Wayne Garnett. Now transitioning into his new role as

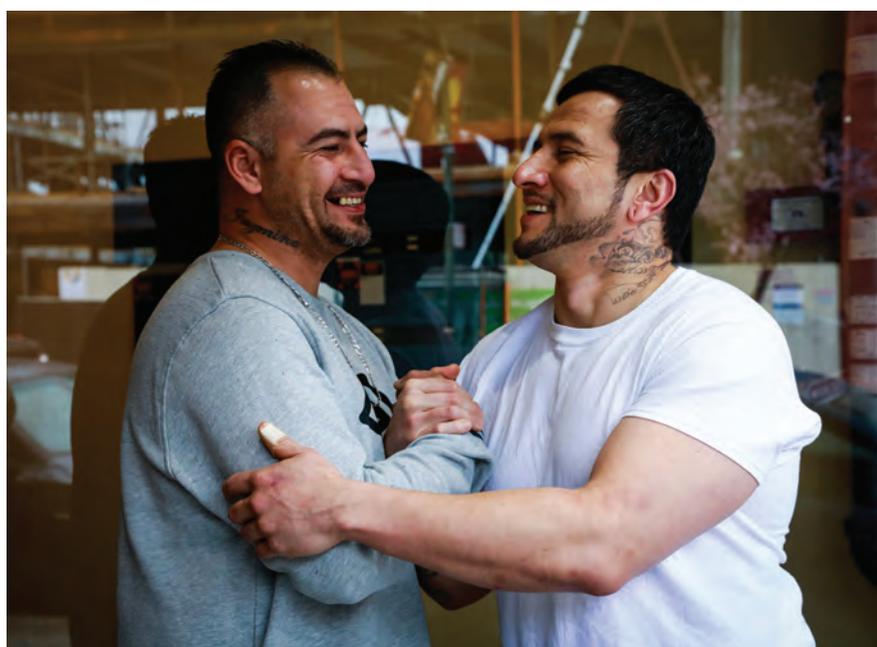
lead companion for the program, Garnett, previously manager of the Community Safety Services program, came to St. Anthony's more than 20 years ago for the Foundation's one-year residential addiction recovery program at Father Alfred Center. During that time, he not only had access to addiction recovery services like counseling, therapy and psychiatric services, but also job training, free clothing, and, of course, the St. Anthony's dining room.

"20 years later, here I am, I'm still with St. Anthony's, but now what the people at St. Anthony's did for me I'm doing for the people who are coming into St. Anthony's," Garnett says.

The companionship model represents a logical evolution of St. Anthony's holistic approach to stability. "St. Anthony's meets you right where you're at," Garnett notes. "Their values, meeting you where you're at — that all worked. But putting it all together, that missing piece was the companion. That person who works with folks while they're going through the program."

He continues: "When you hear people talk about their sobriety stories ... they always talk about individuals who were there for them. Those people who they really counted on, those people who really helped them. Putting on a name on that, they were 'companions.' ... St. Anthony's is putting a name on it and identifying it and putting a job description to it so that we capture that."

The companionship model is currently in the first phase of its development, which calls for prototyping the model to establish proof of concept. But St. Anthony's has ambitious plans to take the model to the next level beginning in 2023, at which point St. Anthony's aims to have companions actively managing at least 100 people at any given time. An advisory board will oversee the program as well during this time to formalize learnings and develop best practices to optimize the program. St. Anthony's aims to make the companionship model a blueprint for other organizations around the country to implement and make a bigger impact.



FROM FATHER ALFRED CENTER GUEST TO CERTIFIED SUBSTANCE USE COUNSELOR

JUSTIN TOWNSEND, Counselor

Justin Townsend first came to St. Anthony's in December 2017 for the Foundation's year-long residential addiction recovery program at Father Alfred Center. Coming out of incarceration and years of addiction, he says the program was just the thing he needed at that point on his path to recovery and stability. "Even though it was a year, I figured one year of my life to fix 15 to 20 years of destruction, I feel like that's a complete win," Townsend recalls.

In accordance with St. Anthony's signature whole-person care model, the program gave

him access to comprehensive services designed to help patients overcome addiction and support them in establishing healthy and stable lives, including group and individual counseling and therapy, psychiatric care, primary medicine treatment, and workforce development services.

Upon Townsend's graduation from the program in December 2018, he was offered a support job at the Foundation, working weekends at the front desk. With his newfound stability and a strong support network behind him, he was able to devote time and energy to his education.

Now a certified alcohol and drug counselor in the State of California, Townsend is currently employed with the Foundation full-time as an intake coordinator and substance use counselor, drawing upon his experiences to help patients of Father Alfred Center find their own particular path to stability, which he finds highly rewarding. "You're seeing the change, being part of the change, going from different stages of change," he explains.

"Father Alfred opened the door for me and introduced me to a Foundation that helps you grow physically, emotionally, with the love,

the care, the relationships, the support of the Foundation and its people," Townsend adds.

Just one of hundreds of similar stories from those who have been through Father Alfred Center, Townsend's experiences with St. Anthony's encapsulate the transformational role the Foundation plays in the lives of individuals and in San Francisco more broadly.

Transitional Employment at St. Anthony's: 'It's all about stability'

On the path to stability, employment is universally recognized as a critical stepping stone. What's less universal is a willingness to provide that stepping stone.

The guests St. Anthony's serves — formerly incarcerated people, individuals experiencing homelessness, those recovering from substance use disorder — experience numerous obstacles to gaining employment, and ultimately, stability.

"Transitional employment applicants share the same obstacles that someone who's been out of the workforce in general may encounter, but these applicants face additional challenges as well," explains Bryan Young, St. Anthony's Chief Talent Officer. "TE candidates may have been incarcerated for 10 years and technology has changed and so too has the work environment. Justice system-involved applicants carry a heavier burden because they're subjected to an organization's policy that prohibit their hiring, reminding the applicant that they have a cloud hanging over them. Every time they get rejected for a job opportunity; they feel defeated all over again."

That's where transitional employment comes in. In simple terms, transitional employment is employment that's not intended to be permanent. It's often provided to people as preparation for permanent employment.

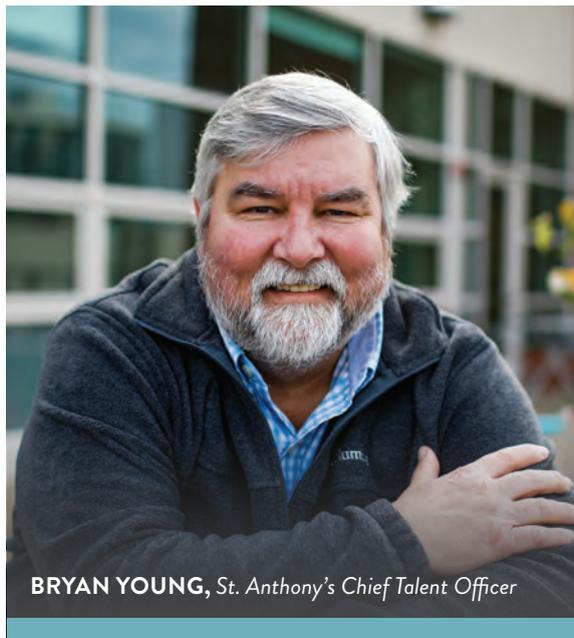
"Transitional employment opens a door that might not be open for somebody who had doors of opportunity slammed in their face because of their past," says Young. "It's an opportunity for people to identify a gap in their skills and get free training to improve their skills and elevate their position in life. It's all about stability."

"We're looking for solid external partners that align with our vision and mission"

- Bryan Young

Young, a long-time St. Anthony's volunteer and trusted consultant, joined the Foundation in a full-time capacity as chief talent officer about five years ago. He now oversees human resources, learning and development, and workforce development at the Foundation. It's in that latter capacity that he's been tasked with evolving and growing St. Anthony's transitional employment opportunities into a formal, scalable program.

"We've identified that we're doing this unintentionally," Young says of the entry-level positions in the dining room, the Tech Lab, Community Safety Services and other departments where St. Anthony's has long had a practice of hiring former guests. "Now, we want to move toward a more intentional approach and help people from that angle. ... All those jobs are entry-level, and in this process



BRYAN YOUNG, St. Anthony's Chief Talent Officer

we want to evaluate [transitional employees'] skills, work with the employee, and help guide them to gain the in-demand skills and help guide them to gain the skills they need to gain stability."

The model Young describes aligns squarely with his strategic objectives as Chief Talent Officer, which he describes as "helping people bridge gaps between the skills they have and the skills they need."

But it's not something traditional hiring models account for — or even try to account for. "HR typically wants people to come in and work for 30 years and then retire," Young says. "We want to let [St. Anthony's guests] come in and we want to help them. We want to assist them and help guide them to get the job that they desire here or with one of our external partners."

To that end, St. Anthony's transitional employment model-in-development is not just a plan for St. Anthony's — but potentially something far bigger. "The transitional employee's dream job could be here, but if it's not, we intend to align with some external partners, providing a curriculum that is co-designed and aligned with our external partners," Young continues. "This collective approach will help our employees experience success in their new jobs, as it provides our partners with a certifiably trained employee. My dream is to work with external partners that are aligned in mission and values, dedicated to providing people with second chances."

Transitional employees will be eligible to stay with St. Anthony's as a full-time employee for an extended period — most likely up to one year, Young says. After that year

TRANSITIONAL EMPLOYMENT CANDIDATES SHARE THE SAME OBSTACLES THAT SOMEONE WHO'S BEEN OUT OF THE WORKFORCE IN GENERAL MAY ENCOUNTER, BUT THESE APPLICANTS FACE ADDITIONAL CHALLENGES AS WELL"

BRYAN YOUNG
St. Anthony's Chief Talent Officer

is up, they'll have a number of options for how to continue their journey. If they haven't secured a full-time job, whether that's with St. Anthony's, one of the Foundation's external partners or another employer, they'll have the option of continuing on as a transitional employee, either staying in the department they're currently in or switching over to a different one.

"If somebody has obtained the skills they want, they could continue in that role," Young says. "They could become a core employee. ... They could change departments. ... Or we can send them off to an external partner. Or they can go get an alternate job."

When the program launches, transitional employees will come out of Father Alfred Center, St. Anthony's residential addiction recovery program. But there's the potential to partner with California Development Departments, youth clubs, halfway houses, other recovery programs or other nonprofit partners to intervene with at-risk individuals, Young adds.

As one of San Francisco's largest and most comprehensive providers of essential services, St. Anthony's actions have a tangible effect on its community. But the Foundation can only do so much alone. For the program to reach its full potential, St. Anthony's will need the support of employers in the city, Young emphasizes.

"We're looking for solid external partners that align with our vision and mission," says Young "I would love to talk to people about external volunteer training opportunities here. I'd love to have a speaker series come in and talk to the transitional employees. ... I'd love to see some of the bigger companies in the city of San Francisco step up and partner with us."





ST. ANTHONY'S FOUNDATION & VERA HAILE SR. HOUSING, SAN FRANCISCO

CONGRATULATIONS

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AT THE INTERSECTION OF VISION AND SERVICE

ST ANTHONY'S BOARD MEMBER
AND MEDICAL CLINIC COMMITTEE
MEMBER:

JASON COLOMA

With a gap of roughly 24 years between first volunteering to once again getting involved at the committee level, Jason Coloma's path to becoming a board member for St. Anthony's resembles a sort of boomerang.

He first volunteered with St. Anthony's in 1994 as an undergrad at the University of San Francisco, when he joined his dorm floormates in serving meals to guests at the St. Anthony's dining room.

After graduating from USF, he attended graduate school at the University of California, Berkeley, where he earned a Ph.D., before going for an M.B.A. at Dartmouth's Tuck School of Business. In 2011, his work for Roche, the Swiss biotech company, took him to Switzerland, where he lived for over six years. It was there that he was introduced to Nils Behnke, St. Anthony's current Chief Executive. The two worked closely together on a professional level over the next several years.

It wasn't until 2016, however, when Coloma returned to the Bay Area, that Behnke, who had been involved with

St. Anthony's at the board level for several years already, approached Coloma about getting involved with the Foundation. "[Nils] said, 'have you ever thought about perhaps getting involved, in some capacity?'"

By 2018, Coloma was serving on two committees: the development committee, which focuses primarily on fundraising, and the health clinic committee. Working with the health clinic committee, Coloma was able to help the clinic develop and implement elements of St. Anthony's strategic plan.

He also had the opportunity to work alongside Behnke and Bridgespan, a nonprofit consulting group, to help develop the Foundation's innovative new companionship model, which is designed to improve the success of addiction recovery services in San Francisco by assigning each participant in the St. Anthony's residential recovery program a full-time companion who previously found success at St. Anthony's.

In 2020, Coloma was invited to join St. Anthony's board of directors. In this role, he's tasked, along with other board members, with monitoring and maintaining the Foundation's strategic plan, creating policies to ensure governance is aligned the Franciscans' and trustees' intent for the organization, and safeguarding the ministry's financial stability. He also continues to chair the health clinic committee.

"At a super high level, I look at things in my life in terms of [seeking] to constantly improve on the dimensions of mind, body, and spirit," he says. "What I can do with St. Anthony's is a combination of both mind and spirit. I am able to use a lot of my business experience at both large and small companies. Then I can apply it and help with particular initiatives that St. Anthony's is working on as part of their broader strategic plan and consistent with the Franciscan values. I am very proud of the time I spend volunteering and leaning in where I can to help and support the management team. Overall, I'm able to make a difference, ultimately, in the Tenderloin community and try to improve the lives of the guests that are being served."

In his day job, Coloma serves as president and CEO of Maze Therapeutics, a biotech company that focuses on translating genetic insights into new medicines. He also works as venture partner at ARCH Venture Partners, which invests in advanced technology companies and is one of the largest early-stage technology venture firms in the United States. In addition to his duties as a board member of St. Anthony's, he's serves on the board of directors for Junipero Serra High School, a private Catholic college preparatory school located in San Mateo, California.



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AT THE INTERSECTION OF VISION AND SERVICE



Q&A

with St. Anthony's Board Secretary

MAIJA MUNCY**How did you hear about St. Anthony's? What made you want to get involved?**

I first came to St. Anthony Foundation as a corporate volunteer in the dining room. The experience stuck with me in such a meaningful way for a variety of reasons. It was so well organized, and I loved the community of guests, staff and volunteers. So I started to volunteer on my own time, then I had my two boys join me, and we loved the experience. Later, I was asked to be on the development committee to provide the voice of the volunteer. A year after that, I was asked to join the board. I love that this was my unique path to the board.

What kinds of volunteering activities have you participated in?

I have been a regular volunteer in the dining room. I've also participated in many of our fundraising events, attended our Father Alfred Center graduations, and participated in countless Turkey Carves and community Slow Streets events held in the Tenderloin and on Golden Gate Avenue, among other events.

What other volunteer, service or charitable organizations are you a part of?

I'm the current trustee of Drew School, a private, coeducational, college-preparatory high school located in San Francisco. Before that, I served as board chair of the San Francisco Education Fund, a nonprofit organization working to help public school students access quality education through tutoring and mentoring

By day, Maija Muncy is chief of staff at Marqeta, an Oakland-based provider of card-issuing and payment solutions. In her spare time, she serves in the critical role of board secretary for St. Anthony Foundation. For this publication, we caught up with Maija via email to learn more about this highly engaged member of her community. Here's what she had to say.

programs, scholarships, teacher grants, and corporate school partnerships, through which I was also a classroom volunteer. Additionally, I was a member of Monsoon, a group dedicated to engaging with young professionals that was ultimately phased out, at the San Francisco Asian Art Museum.

What role does giving back play in your life?

Giving back to the community is non-negotiable for me. I want to be part of the solution. It's a very challenging time for our city and while it's easy to be critical, I want to be constructive.

What accomplishments are you most proud of in your tenure as a St. Anthony's board member?

In no particular order, I'm proud to have contributed to these recent accomplishments for our organization:

- Launching the Hygiene Hub, which provides free access to private showers, laundry facilities, personal care products and a fresh change of clothes to our guests.
- Hiring our current CEO, Nils Behnke.
- Helping St. Anthony's celebrate 70 years — and setting it up to celebrate 70 more.
- Leading the development committee, which raises the funds we need to operate the Foundation.
- Maintaining our essential services throughout the Covid-19 pandemic.

What would you say to someone who's looking to get involved but doesn't know how?

Just sign up to volunteer or do a tour. It's an experience you won't forget, even if you don't decide to get more involved. But if you do want to do more, you will see there are lots of ways to get involved — in the dining room, Tenderloin Tech Lab, the Hygiene Hub, the Free Clothing Program, St. Clare's Care, or Golden Gate Greenway, just to name a few. St. Anthony's is fortunate to be able to offer such a comprehensive range of services; there's bound to be something here that connects with your skills, values, etc.


**ST. ANTHONY'S
VOLUNTEER PROFILE:
SHOBA IYER**


By day, Shoba Iyer, a toxicologist by training, works for the San Francisco Department of the Environment, where she helps manage pests in the city while trying to minimize the use of harmful pesticides, as well as helps other city departments buy green. But one weekend day per month, Iyer can be found volunteering in the St. Anthony's dining room, serving guests, bussing tables, and performing other critical tasks.

Iyer first began volunteering with St. Anthony's six years ago. "I was interested in bringing some regular volunteering back into my life... and St. Anthony's was so easy to find online," she says. She was impressed by the streamlined funnel the Foundation has created for those interested in volunteering. "Their website was easily accessible," she continues. "I could see easily when the next volunteer orientation was going to be."

Iyer, like many St. Anthony's volunteers, was motivated by a drive to be part of the solution to societal issues facing the city. "It's impossible to not see that there is a crisis of many people on the streets in San Francisco," she says. "So what I value is I can go to St. Anthony's, put in a shift, and feel like I'm making a contribution to help get nutritious meals to folks who can use them."

As an environmental worker, she's also impressed by the Foundation's role in reducing food waste in the city. Alongside established commercial food procurement channels, St. Anthony's also works with local grocery stores, restaurants and other commercial foods producers to salvage surplus produce and divert it from going to waste.

Beyond the inherent gratification that comes with being a part of the solution, Iyer says she finds volunteer work itself genuinely restorative. "I feel more well-rounded and feel like I have more perspective by including volunteering activities in my routine. ... It's a good reminder on perspective that something I might be stressing out about in the course of my work week — it's actually not worth that much stress."



ST. ANTHONY'S VOLUNTEERS

NANCY PELOSI (right)
VOLUNTEERS AT ST. ANTHONY'S

ST ANTHONY'S COMMUNITY PARTNERS:



MARINE LAYER

Headquartered less than a mile from St. Anthony's offices and facilities in the Tenderloin, Marine Layer is a San Francisco-based casual clothing brand with a strong focus on responsibility and sustainability.

The company has been contributing its clothes to the Free Clothing Program for several years now, but the partnership really ramped up in 2021, when St. Anthony's joined their Giving Tees program, whereby Marine Layer designs a T-shirt inspired by the organization it's working with and then donates \$15 from each tee sold back to the partner organization.

That initial partnership has blossomed into one of Marine Layer's deepest philanthropic relationships, donating its clothes, its people's time, and funds directly to further St. Anthony's mission. During Giving Tuesday, the Tuesday after Thanksgiving during which charities around the world and their supporters focus their fundraising efforts, the company matched \$20,000 in donations gifted to the Foundation.

And when Marine Layer wanted a more hands-on way to help, St. Anthony's worked with the company's leadership to organize a day for staff who work in the area to come assist with the Free Clothing Program, in which St. Anthony's provides individuals and families experiencing poverty and homelessness with new and gently used clothing.

It's not just St. Anthony's guests and mission that have benefited from the partnership, either; Marine Layer employees overwhelmingly found the experience equal parts uplifting and educational.



CRISTINA & ROBERT

Longtime St. Anthony's donors and volunteers Cristina and Robert, whose gifts to St. Anthony's and other causes are typically made anonymously, first met in college more than four decades ago and have been married nearly as long.

Lifelong churchgoers and faithful Catholics, they first heard about St. Anthony's upon their arrival in the 1970s to San Francisco, where Robert would embark upon a successful career in financial services and Cristina practiced law.

"We saw families, we saw little kids, we saw people experiencing homelessness, and it really makes you think, you know we're all human beings no matter how we're going through this journey of life and being cared for is really important," says Cristina of the family's decision to get involved with St. Anthony's.

So the two began performing regular volunteer shifts down at the dining room, a practice which they keep to this day, as well as donating food and clothing to the dining room and Free Clothing Program, respectively.

They even got two of their four children involved in the routine. "We wanted to do things together that are constructive but also to help create empathy and [to help] them to understand the dignity of all people and respect them wherever they are in their life journey," says Robert.

"Also, we realized that St. Anthony's did not take any [city] funds and did that in part so it could stay true to its mission," Robert continues. "But what that meant is that it relied on donors."

Cristina and Robert's children have since grown up and moved out, but volunteering at and donating to St. Anthony's still holds a central place in their life, and with a young puppy to raise and their first grandchild, the household is far from quiet.



Congrats!

To our Leading the Way Honorees

San Francisco Giants

Joey Toboni

**National Charity League,
Golden Gate Chapter**

Maija Muncy

Vision for a “Green Oasis” in the Heart of the Tenderloin Takes Shape

The onset of the Covid-19 pandemic led to abrupt and dramatic changes to daily life, many of which we’d rather leave in the past. But some changes — like working from home several days per week, masking up when you’re sick, and enjoying restaurant dining outdoors — appear to be more permanent. While history is still being written, it seems likely that one of the legacies of the pandemic will be the experiments with public spaces it prompted.

To be sure, some of these experiments have been more successful than others, but one that’s received broad support from the community is the closure of the 100 block of San Francisco’s Golden Gate Avenue. Running through the heart of the city’s Tenderloin district, the 100 Block has been the home of St. Anthony Foundation since 1950 when its founder, Father Alfred, began handing out sandwiches through the back door of the St. Boniface rectory.

In response to the outbreak of the SARS-CoV-2 virus, many nonprofits in the Tenderloin either reduced their services or switched to virtual or remote programming. This wasn’t an option for St. Anthony’s, as the Foundation can’t serve its meals remotely. Moreover, the need for the Foundation’s services were greater than ever. So, St. Anthony’s switched to serving meals outdoors, securing a temporary block closure from the city, in place each day between 6 a.m. and 3 p.m. This enabled the organization to continue providing essential services — everything from rental assistance, to phone charging, to nutritious hot meals — to the community.

As the pandemic progressed, St. Anthony’s was able to transform a crisis into an opportunity to serve the community even more effectively than before the pandemic. The 100 block has played host to outdoor voter registration drives, Covid-19 pop-up testing, and Play Streets events for children, as well as serving as a safe, traffic-free space for people to walk, play, sit and move around. That last benefit has been particularly impactful in a neighborhood that lacks greenspace and experiences high traffic violence.

As St. Anthony’s neighbors, which include Lutheran Social Services, Wu Yee Children’s Services, Larkin Street Youth Center and 826 Valencia’s Tenderloin Center, returned to in-person classes, services and events, conversations began among the organizations’ leaders regarding whether the block

to mitigate the urban heat island effect in the neighborhood, and improved mental health through greenery and public art.

“Had it not been for the pandemic, the idea might never have even occurred to us,” says Behnke. “But now that we’ve seen the potential, we’re convinced that a permanent greenway is the best use of this public space. We have a test case that we can point to as hard evidence.”

In October 2021 and April 2022, St. Anthony Foundation pushed the concept one step further with “pop-up” temporary parks during Sunday Streets events, complete with more than 100 plants. Many of the plants were later donated to other businesses and community spaces across the Tenderloin where they could be planted permanently. The ultimate vision

for the greenway is to break the block into sections to serve the various needs of the Tenderloin’s 30,000 residents, an estimated 3,500 of whom are children, as well as adults who live and work in the area. Some sections would be designated as a place for children to

play. Others would cater to adults, with spaces for people who live or work in the neighborhood to meet up, socialize or eat a meal outdoors. There would also be a ‘flex zone’ that welcomes pop-up social services, like pet food giveaways, vaccination drives, job fairs or food pantry distributions.

To help push the project forward through regulatory and administrative hurdles, St. Anthony’s is encouraging members of the public to send their own letters of support. Templates are available at goldengategreenway.org, along with additional information about the greenway project.

“The ultimate vision for the greenway is to break the block into sections to serve the various needs of the Tenderloin’s 30,000 residents, an estimated 3,500 who are children...”

closure was something to try to maintain. The success with the temporary closure led many to begin dreaming about what the block could look like as a permanent slow street. Those ideas coalesced last year into a formal proposal for a new “Golden Gate Greenway,” described by advocates as “an oasis in the heart of the Tenderloin that would benefit the community physically, mentally and spiritually.” A letter to Mayor London Breed co-signed by Nils Behnke, St. Anthony’s chief executive, along with leaders from St. Boniface Church, De Marillac Academy, and seven other nonprofit organizations, lists among the potential benefits to the community a public green space for more community activities, shade

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ARTIST RENDITION OF PROPOSED GOLDEN GATE GREENWAY

LEADING THE WAY



ST. ANTHONY'S

COMMUNITY AWARDS CELEBRATION
BENEFITTING ST. ANTHONY FOUNDATION

November 3, 2022, 6:00pm-9:30pm
Westin St. Francis Hotel, St. Francis Heights, 32nd Floor

St. Anthony's gala, formerly known as Serving Hope, returns this fall as the re-branded event, Leading the Way on Nov. 3 at the Westin St. Francis Hotel.

Presented with the San Francisco Business Times, it's a celebration of community and philanthropy in the Bay Area. An independent selection committee voted to honor the San Francisco Giants, a local business that has embraced their responsibility to lift our community: Joey Toboni of the Affordability Project, an emerging leader who serves as a role model in making the Bay Area a better place; and the National Charity League Golden Gate Chapter, a community partner that is committed to empowering young women. In addition to celebrating the awardees, we will explore how St. Anthony's is leading the way by creating a compassionate space where all persons can develop the skills, support systems, and strength within to flourish.

San Francisco Giants Lead the Way for Bay Area Companies in Community Outreach

While its players sling fastballs and crack home runs, the San Francisco Giants franchise has also been racking up consistent wins off the field in the arenas of philanthropy and community outreach.

LEADING THE WAY AWARD WINNER: San Francisco Giants
CEO: Larry Baer | **No. OF EMPLOYEES:** 600+

Take the Junior Giants program, in which more than 21,000 underserved youth hailing from across California and beyond spend their summer playing in baseball and softball leagues. In addition to developing players' ball skills, Junior Giants seeks to cultivate well-rounded individuals through its "Round the Bases" summer reading program and anti-bullying education. Over the past three decades, the fund has donated more than \$38 million to allow 370,000-plus children to participate.

Junior Giants is the flagship program of the Giants Community Fund, a 501(c)(3) nonprofit established by the franchise in 1991 that promotes health, education, and development of character for underserved youth through baseball and softball-related programs. The fund coordinates with the Giants' community relations department to support the community and raise awareness about people, issues and programs that are important to our fans and local communities

Junior Giants and the Giants Community Fund, like all the team's community outreach, follows from the Giants' mission to "enrich [its] community through innovation and excellence on and off the field," notes Shana Daum, the Giants' senior vice president of communications and community relations. "Since moving to San Francisco in 1958, serving our community has been at the core of who we are as an organization. It is our top priority to give back and support those most in need."

That commitment to enriching community manifests in a variety of ways. Giants players and other uniformed personnel frequently use their platforms to elevate important community initiatives, causes and issues through appearances, fundraising support, financial contributions and media engagement. The team also makes sizable donations, both in-kind and through direct ticket donations. In 2021 alone, the Giants donated autographed items to over 400 community partners for fundraising purposes as well as some 34,000 tickets through Major League Baseball's Players Give Back Program and Commissioner's Community Initiative.



"We have a unique platform here at the ballpark that brings people together," observes Tess Oliphant, senior manager of community relations for the Giants. "We have the ability to use platforms to raise awareness — scoreboards, television and radio broadcasts, public serve announcements and interactive spaces — that other companies don't have."

Beyond its flagship Junior Giants program, the Giants Community Fund has played an important role in helping the higher education dreams of hundreds of students come true. Since 2002, the fund has inducted more than 200 Junior Giants into the Harmon and Sue Burns Scholarship Program, which offers scholars academic support, college application guidance, and opportunities to tour college campuses and attend special events at Oracle Park. The fund has recently doubled its support from \$5,000 to \$10,000 per scholar.

Recently, the fund launched the Willie Mays Scholars Program in partnership with nonprofits Alive & Free, which focuses on violence prevention, and 100% College Prep, which provides academic resources for underserved youth in San Francisco. The program aims to help address the racial and

academic inequalities faced by San Francisco's Black youth. Five scholars are inducted annually, each of whom receives a \$20,000 scholarship as part of \$70,000 worth of support, including hands-on mentoring and tailored wraparound support services, during high school and college.

"We have a unique platform here at the ballpark that brings people together,"

- Tess Oliphant

A Bold New Affordability Project For San Francisco

Most would agree that a city without teachers, nurses, social workers or nonprofit employees is no city at all.

LEADING THE WAY EMERGING LEADER AWARD WINNER:

Joey Toboni, of the Affordability Project

But that's what San Francisco is in danger of becoming, if trends continue the way they have in recent years.

These and other essential workers are being pushed out of the city by an acute housing affordability crisis. According to Association of Bay Area Governments' Regional Housing Needs Allocation (RHNA) Plan, the San Francisco Bay Area has built just 6% of the middle-income housing inventory it needs to support its population.

The results of that decision can be seen in the skyrocketing rents in San Francisco proper. A one-bedroom apartment in San Francisco rents for an average \$3,397, while the average starting salary for a teacher in San Francisco is between \$43,000 and \$66,000 per year — nowhere near the 40 times the monthly rate many landlords require of prospective tenants.

Joey Toboni wants to change that. Toboni, 37, has been recognized by St. Anthony's with the Foundation's Emerging Leader Award in large part for his work with the Affordability Project, a nonprofit working to solve the middle-income housing crisis. What makes the Affordability Project different from other government and non-government organizations working to solve the problem is that the Affordability Project doesn't take public money, Toboni says.

"Most of the affordable housing nonprofits are funded through housing bonds and tax credits and different mechanisms, but what we theorized when we started this organization was that that slows down the process of housing delivery, because you're tied to the red tape that comes with government," Toboni explains. "Our theory was that if we could build housing with private philanthropic funds and not be tied to public funds then we could build housing a lot faster."

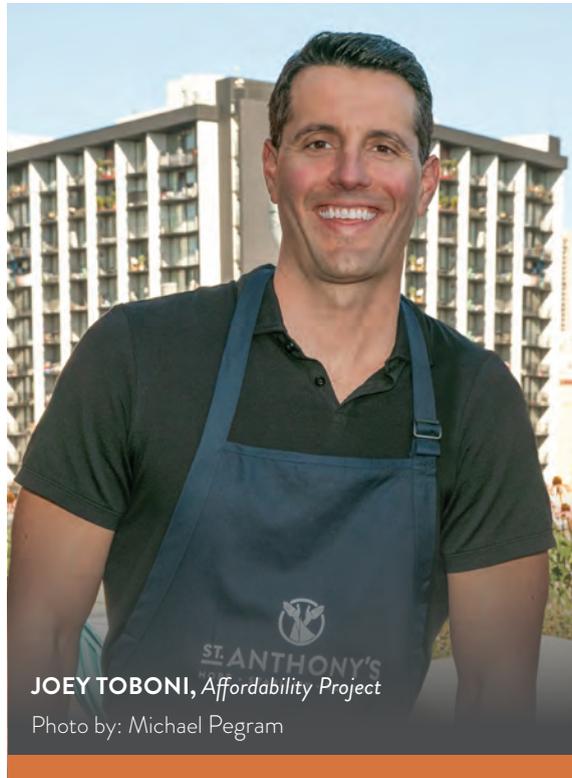


Photo by: Michael Pegram

That hypothesis is already being born out with the Affordability Project's first nonprofit housing project, 5250 3rd Street in Bayview. The team was able to get approval from the Planning Commission in just 10 months, with plans to start building a year from now. "From acquisition to entitlement, with some other nonprofit housing groups is taking five years or more," Toboni says. "We're able to cut that time down by 60% or 70%."

With the 5250 3rd Street project, 70% of the 100-unit project will be designated affordable, below-market rate rentals. Any proceeds that come out of the market-rate

units will be used to capitalize a potential second project, Toboni says. The Affordability Project's goal is to build 2,000 affordable units for teachers, healthcare workers and other members of the middle-class workforce over the next 10 years.

"The reason San Francisco is the best place is because of the people who live in it — these forward-thinking, open-minded, hardworking, humble people make San Francisco a great place," Toboni says of the city's base of middle-income essential workers. "And if we don't give a path for those people to stay in the city, then the city just becomes a facade of what it is."

Outside of the Affordability Project, Toboni, a San Francisco native, is managing principal at the Toboni Group, of which he is second-generation owner. Additionally, he serves on the boards of the Hibernian Newman Club, where he was also president between 2019 and 2021, and Seven Teepees Youth Program. He also acts as a mentor to under-resourced youth in San Francisco, and is a long-time volunteer with St. Anthony's Foundation.

"The reason San Francisco is the best place is because of the people who live in it..."

- Joey Toboni



ARTIST RENDITION OF PROPOSED AFFORDABLE HOUSING

Mother-Daughter Volunteer Org Empowers Future Women Leaders

Organized around the three pillars of community service, leadership development and cultural education.

LEADING THE WAY COMMUNITY PARTNER AWARD WINNER:

National Charity League, Golden Gate Chapter | **President:** Liz Farrell



From left to right: MELISSA AULT RICCI, ELLIE AULT ROSA, LIZ FARRELL, and LOU SEAL

Photo by: Michael Pegram

The National Charity League is a major force of service and philanthropy in the United States, donating nearly 3 million hours to more than 6,000 charities across the country each year. But it's perhaps equally notable for providing girls and young women in grades seven through 12 with quality time to bond with their mothers when opportunities for doing so can seem increasingly rare.

"As a mom of a junior, her life is hectic and it's busy, and there's nagging her to clean her room, making sure all her homework is done, that she's studies for her test — it's a lot of logistics," says Liz Farrell, president of NCL's Golden Gate Chapter for the 2022-23 administrative cycle. "So when we have this time to volunteer together where we're not focused on the stress of school or sports or life in general, we can just kind of put all that aside and spend time together. We always leave in a better place with our relationship."

Established in 2016 before becoming fully chartered in 2018, the Golden Gate Chapter is one of nearly 300 National Charity League chapters spread across 31 states, and the second to be established in San Francisco. NCL traces its origins to 1925, when a group of women led by Mrs. Paul William Lawrence — "The Charity League" — began making layettes for American Red Cross and assembling food baskets for the hungry. In 1947, National Charity League was incorporated as a nonprofit, becoming the nation's first mother-daughter charity. The tradition of calling mother participants "Patronesses" and daughter

participants "Ticktockers" traces back to these early days, the latter being a reference to a young women's group at the University of California, Los Angeles, organized by Mrs. Lawrence that always met at 10 o'clock on Saturday mornings.

"We're trying to inspire a legacy for the next generation of girls who feel strongly about social awareness and compassion and are aware of the issues in their community and their city," says Farrell. As members, mothers and daughters are required to do a minimum of 10 or 15 hours of service per year, depending on their age — although Farrell says that the majority of Golden Gate Chapter members go far beyond that. Collectively, their 300 active chapter members perform over 4,000 hours of community service, with Volunteer Service Awards recognize members who do 50, 75 or 100 hours of community service in a year.

In addition to service, empowering young women to be future leaders with purpose is a major focus of NCL. Members of the Golden Gate Chapter have opportunities to engage in experiences that build essential leadership skills like confidence, team building, event planning, conflict resolution and parliamentary procedure. Every mother and daughter in NCL has a job to play the chapter. The girls run board meetings according to Robert's Rules, a popular set of parliamentary procedures originally expounded by U.S. Army officer Henry Martyn Robert. NCL's peer mentoring program, in which each girl is paired up with a Patroness who supports the former in her chapter duties and her personal development, offers additional support.

Still, it's volunteering with one of the chapter's philanthropic partners that constitutes the main component of NCL Golden Gate membership. The chapter has more than 25 philanthropy partners in San Francisco that focus on everything from services for the elderly and aging, to environmental and animal welfare, to support for homeless women and children. St. Anthony's Foundation is among the chapter's philanthropic partners.

"Covid was tough because a lot of organizations weren't doing in-person," Farrell says. "But now that things are starting to open up, we're really focused on finding direct, impactful, meaningful service opportunities for our membership."

"We're trying to inspire a legacy for the next generation of girls who feel strongly about social awareness and compassion and are aware of the issues in their community and their city"

- Liz Farrell



Thank you for helping our community rise

Inspiring people and mobilizing resources to address critical issues is a significant achievement.

We're proud to recognize the work your organization does in our community — making a difference in so many people's lives.

Let's celebrate St. Anthony's.

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