A COMMUNITY OF CARING
A Letter From the Chair of the Board of Directors

1990 has been a year of tremendous success for Shanti Project. Thanks to our team approach to AIDS care, the concerted efforts of over 900 volunteers, 65 staff members, our Board of Directors and donors ensured that over 4,097 different individuals received services at Shanti Project. During a year that saw government funding for AIDS services nationwide become precarious, we are proud that the support of the community has allowed us to assist 12% more people with AIDS, disabling HIV and their loved ones than we served in 1989.

The highlights of Shanti Project’s year included:

• A study by AIDS Service Providers Association of the Bay Area documented that Shanti volunteers provided a full one-third of the entire volunteer hours contributed within the San Francisco AIDS care system – double the hours of any other local organization.

• The completion of the first year of our ambitious Multicultural Plan which has trained staff in serving diverse gay male subcultures, people of color, women, and injection drug users. We are proud that our staff is now balanced between men and women and that 45% of management and staff are people of color.

• Our organization continued to be financially sound. Our commitment to continually scrutinize organization systems, to tightly manage our financial resources and to control our costs, combined with strong community response to our fundraising campaigns, resulted in Shanti completing the fiscal year with a small operating surplus.

We’re delighted to issue this Annual Report for 1990 to keep you updated on the progress we’ve made and to give you a look at how your contributions to Shanti Project allow us to provide critical services in the city most impacted by the devastation of AIDS. Since 1981, Shanti Project has trained over 6,000 residents of San Francisco to provide caring and non-judgmental support to people with AIDS. As we enter our tenth year of AIDS service delivery, we are enormously grateful for your continued commitment.

Douglas P. Holloway
1990 THE YEAR AT SHANTI

Shanti Project Executive Director Eric E. Rofes testified before the National AIDS Commission in Washington, DC during July.  Photo: Jim Marks

ADMINISTRATION

Shanti Board adopted a two year Multicultural Plan intended to strengthen services to gay men of all cultural backgrounds and better serve all AIDS-affected populations.... Mayor Agnos declared September 8, 1990 Shanti Volunteer Day.... Shanti received Letter of Commendation from the Management Center and Chevron Corporation acknowledging Shanti's strong and improved management.... With generous support from the James Irvine Foundation and The San Francisco Foundation, the Project established the Office of Multicultural Affairs and led nine in-service trainings on topics including "Services to Gay Men of Color," "Racism and Ethnocentrism," "Confronting Sexism and Women's Culture," and "Services to Injection Drug Users".... Departing Board members included John Fulton and Dee Mosbacher while Bill Barcus and Tanis Dasher became Board members emeritus. John Salazar, Board member and legal counsel, died in March. New members include Ming Chapin, Jay M. Feinstein, Grant Horne, Mabel Jung, David Kirp, Papay Mann, Lora Ellen McKinney, Lenny Simpson, and Samantha Yruegas. Representation of women and people of color increased to gender parity and 45% representation of people of color on staff.... Executive Director Eric E. Rofes presented keynote speech at 1990 Lesbian/Gay Freedom Day and text was reprinted in the San Fran-
cisco Examiner.... Staff enjoyed a weekend at Shenoa Retreat Center near Mendocino and focused on self-care, organizational planning, and team building.... Shanti received the Founder’s Award from AIDS Service Providers Association of the Bay Area in February and a Cable Car Award in March.

— Eric E. Rofes, Executive Director
— Melinda Paras, Director of Multicultural Affairs
— Tim Teeter, Personnel Director

OUTREACH, TRAINING, AND ADVOCACY

In April, the first collaborative training, "Breaking the Silence," was held for deaf and hearing-impaired people with HIV and volunteers, in conjunction with Catholic Charities and St. Benedict's Deaf AIDS Program. 27 people participated and Shanti began providing services to this population.... With support from the Henry J. Kaiser Family Foundation, Shanti expanded training of social service workers and people who provide in-home support to a loved one with AIDS. A joint training with Home Care Companions provided caregivers with support skills. Community trainings included Alta Bates Hospital, the Association of Asian/Pacific Community Health Organizations, and Volunteer Legal Services.... Shanti's recruitment effort brought 527 new volunteers to the Project for direct service work and office assistance.... Shanti hosted a Valentine's Day reception initiated by executive directors of 18 AIDS service groups to express gratitude to their boards.

"Breaking the Silence," the first collaborative training tailored for deaf and hearing impaired people with HIV and their friends, was held at Shanti in April.  Photo: Jena Rickerson
**1990**

Directors... Shanti announced it would participate in the 6th International AIDS Conference because of the government's discriminatory policies in immigration and travel for people with HIV. The Project hosted a kickoff press conference for the Rainbow Run for the End of AIDS in June as Brent Nicholson Earle began his run to Gay Games III, in Vancouver. With funding from the Tides Foundation and the Mosbacher Foundation, the Shanti Videotape Series was completed by Ann Hershey, with new tapes on Residence, Practical Support, and Emotional Support programs... Board Management” conference in Berlin, all in November.

— Jana Rickerson, Director of Outreach and Operations
— Holly Smith, Director of Media/Special Projects

**FINANCE AND DEVELOPMENT**

Shanti Project finished fiscal year with small surplus, a result of staffing cutbacks, controls on expenses and increased revenue of $150,000 over the previous fiscal year. Second annual dinner “Making Every Day Count” chaired by Board member David Kaplan and staffed by Holly Smith was held in October and raised $58,000 for Shanti services. United Way contributed $360,000 to support programming for people with AIDS at Shanti Project. Funding from San Francisco Health Department’s AIDS Office increased by $25,000 to support additional van service. Friends of Shanti 1990 Major Donor Campaign chaired by Ann Elaier, Wilkes Bashford, and Mrs. Sharon Bacon raised $275,000 by October. Shanti received significant bequests in 1990 from the estates of David Barney, Tom Buckingham, Clinger Estate, Gary Compton, John Foster, James Highsmith, James Kahl, Raymond Letsinger, B. Long, Dennis Manka, Andrew Martinez, Clarke Mosher, and Douglas B. Randolph. Key events included Aid & Comfort II, SF Eagle Benefit, a performance of Lisbon Traviata, a day with the San Francisco Giants, Forbidden Cabaret, a reception at the Dyansen Gallery, Men Behind Bars, the AIDS Dance-A-Thon, and a performance of Beach Blanket Babylon.

— Robbie Fabian, Director of Development
— Marc Ansley, Director of Finance

**PRACTICAL SUPPORT**

Transportation services to medical, dental, and mental health appointments were expanded in May with the acquisition of a third van. An additional mini-bus was donated by Kaiser Hospital and serves as a back-up vehicle. The first collaborative training of Practical Support volunteers was held in September by a multicultural consortium of agencies including Mission Neighborhood Health Center, the Black Coalition on AIDS’ Rafiki Services, Most Holy Redeemer Support Group and Shanti Project. Over 100 new volunteers participated in the 3-day training, part of the formation of a Multicultural Practical Support Network funded by Northern California Grantmakers. The department initiated a project for bilingual and monolingual Spanish-speaking volunteers and clients referred to Shanti by Mano a Mano. A bilingual volunteer support group was formed through joint efforts with the San Francisco AIDS Foundation. Research began in October on services to HIV+ infants and children and their families.

- 369 individuals served as Practical Support volunteers during 1990.
- 569 individuals received assistance with chores, cleaning, laundry, transportation, cooking, and childcare from volunteers.
- 451 individuals were transported to medical, dental, drug treatment, and mental health appointment in Shanti vans.

**EMOTIONAL SUPPORT**

Transition and change occurred in the department in 1990 with a high turnover of employees, several leaving due to illness, and with the death of Volunteer Coordinator Richard Feigner in November. The department was restructured to...
enable more focused and better support for volunteers and clients ... Support groups continued for people with AIDS, family-friends-and-lovers, newly-diagnosed individuals, couples, and people experiencing multiple loss ... Five 40-hour trainings were provided by Emotional Support volunteers and staff which brought 143 new volunteers into the program ... The Emotional Support Advisory Committee was formed to provide the department director with guidance on policy development.

- 478 people were provided with 51,365 hours of one-on-one emotional support by 373 Emotional Support volunteers.
- 441 people participated in one of 20 support groups offered in 1990 by Emotional Support volunteers and staff.
- 1,239 people with AIDS and their loved ones received information, referral, and counseling from the department in 1990.

— Melissa Villanueva, Director of Emotional Support

RESIDENCE SERVICES

In 1989, the department opened San Francisco’s first residence for families which include a person with AIDS. At the close of 1990, the residence is occupied by a Latino family including 4 children ... In collaboration with Visiting Nurses and Hospice, Shanti opened a 24-hour care residence for people with AIDS who need round-the-clock attendant or nursing care. During 1990, 30 individuals resided in this home ... With the support and supervision of the Health Department’s AIDS Office, Shanti began a pilot program which supports two people with AIDS to stay in their homes with the assistance of subsidies ... The program was the focus of study, discussion and analysis at a meeting of AIDS housing experts in March at the Harvard AIDS Institute ... A Shanti home exclusively for women with AIDS/ARC was developed and has provided housing for 4 women during the year.

- 103 people resided in Shanti’s 14 residences during 1990.
- 219 people with AIDS and disabling HIV received information, referral and residence support services.

— Ellen Hardtke, Residence Program Director

ACTIVITIES PROGRAM

During 1990, volunteers took on more responsibility by coordinating and leading outings, staffing the office and advising program staff on programming needs ... The Ticket Program continued to offer free tickets to a wide range of cultural, recreational, educational and athletic events including SF Opera, SF Symphony, Broadway shows, SF Giants, and Oakland A’s ... Five successful weekend retreats were coordinated which brought 176 people with AIDS and ARC to Wildwood Resort near Guerneville and provided respite from the City ... Outings included trips to Great America and the Santa Cruz Boardwalk, visits to the Winchester Mystery House and area museums, and special classes on photography and floral arranging ... Several dozen participants enjoyed trips to Hawaii in August and Disneyland in October ... PWA UPDATE was distributed monthly to over 3,000 individuals.

- 625 people with AIDS and ARC enjoyed cultural, educational, athletic and recreational activities through the department’s Ticket Program.
- 458 individuals took part in at least one of the department’s outings providing people with AIDS and ARC low-cost recreational activities and a base of peer-support.

- 547 people with HIV and their guests attended the fourth annual Activities Program Holiday Party in December.

— Joe Lane, Coordinator of Activities Program

HOSPITAL-BASED COUNSELING

Hospitalized people with AIDS in San Francisco General Hospital received increased counseling from Shanti staffers after the extension of evening and weekend hours. Outpatient services by Shanti were eliminated ... Counselors received inservice training on “Pain Management,” “The Hospital Chaplaincy Program,” and “Bayview-Hunter’s Point AIDS Counseling Program” ... A quality assurance plan was implemented to ensure excellent provision of services. Quarterly written reports and audits have been filed with top management at the hospital and Shanti.

- 2,137 people received support, advocacy and counseling from Shanti’s hospital-based counselors. This figure includes 1,234 people with HIV and 903 of their families, friends, lovers, and hospital staff.
- Contact occurred at least once every 2-3 days with 80% of the patients served by the department.
- 8,563 hours of counseling, support and advocacy were provided.

— Robin Rose, Director of SFGH Shanti Counseling Program
### SHANTI PROJECT MAJOR FUNDING 1990

The members of the Board of Directors, staff, volunteers and clients of Shanti Project acknowledge the generous support of:

#### FRIENDS OF SHANTI 1990 MAJOR DONOR CAMPAIGN

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<th>DONORS</th>
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<td><strong>PLATINUM TIER</strong></td>
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<td><strong>DIAMOND TIER</strong></td>
<td>Anonymous</td>
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<td>Thomas J. Cutillo, Jeff Mason, Robert M. Moore, El Pires, Dolores R. Robinson, George D. Tuttle, Esq., Eric M. Weaver</td>
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The accompanying graphs and audited financial statements were prepared by Shanti's Director of Finance, Marc Ansley, and our Auditor, Marc Lumer, of Van Keulen & Lumer. The graphs represent three different parts of our 1989-1990 Finance Report: an Income Summary showing the breakdown between government support and private giving; an Income Analysis showing the major non-governmental sources of funding for our efforts: the United Way, Friends of Shanti, bequests, fundraisers and events, and others; an Expenditure Analysis detailing the portions of our expense budget which paid for client services, administration and fundraising.

Excluding depreciation expense, Shanti Project completed the 1989-1990 fiscal year with a small but significant revenue surplus of $34,050. This contrasts with the Project's deficit in the prior year. Copies of our full audited statements are available by contacting Mr. Ansley at (415) 777-2273 or (415) 495-7495 (TDD).

### Income Summary

![Income Summary Pie Chart]

- **Donations and Fundraising Events** $1,316,074 (44%)
- **Government Reimbursements** $1,294,773 (44%)
- **Miscellaneous** $112,023 (4%)
- **Corporate and Foundation Grants** $245,005 (8%)

### Income Analysis

- **Non-Governmental Support**
  - United Way $368,030 (22%)
  - Friends of Shanti $713,698 (43%)
  - Bequests $253,841 (15%)
  - Fundraisers and Events $252,841 (15%)
  - Others $122,709 (7%)

### Expenditure Analysis

- **Client Services** $2,087,607 (71%)
- **Development** $532,608 (18%)
- **Operations** $289,200 (10%)
- **Miscellaneous** $25,209 (1%)

### Shanti Project Balance Sheet as of June 30, 1990

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THE CHALLENGE OF CARING

A Letter From the Chair of the Board of Directors

1991 completed a decade of service to people with AIDS and their loved ones by Shanti Project. Ten years of collaboration between Shanti volunteers, staff, donors, and boards of directors have resulted in the training of over 6,500 volunteers and provision of services to 15,000 individuals whose lives have been affected by HIV. We can look back with horror at the epidemic and pride at our enormous achievement in providing caring support services each day of this decade.

1991 also marked a year of evolution of Shanti services to meet the growing and complex demands of San Francisco’s HIV-affected population. Shanti has moved forward strategically, continuing to expand our excellent services to gay men while initiating this same quality of service delivery to other populations. By keeping an eye to the future, we have set the stage for Shanti to continue fulfilling its mission of providing much needed services to PWAs and their loved ones into the second decade of HIV infection.

The highlights of 1991 include:

• Completion of the innovative Multicultural Plan, resulting in trained staff prepared to offer quality service to a wide range of HIV-infected populations.

• Initiation of Shanti’s Crossings Program to bring our caring services to poor neighborhoods and create targeted programming for women and children with HIV.

• Sound fiscal management throughout a precarious funding period, resulting in completion of the 1990-91 fiscal year with an operating surplus.

We are pleased to present the 1991 Annual Report to keep you abreast of Shanti’s activities. We continue to grow, change, and evolve. While change is often difficult, it is what keeps us relevant to the contemporary impact of HIV/AIDS. As we look back on 1991, we can all be proud of our accomplishments. Your generous contributions enable people living with HIV/AIDS to maintain hope and dignity amidst the devastation of AIDS. Thank you for your ongoing support and commitment.

Gayling Gee
**1991 THE YEAR AT SHANTI**

A relaxing massage, poolside, is one of the many pastimes enjoyed by people with HIV/AIDS who join the popular getaways to Wildwood Resort sponsored by Shanti’s Activities Program. Photo: Richard Goldman

**ACTIVITIES PROGRAM**

On a nearly daily basis, people with HIV/AIDS participating in Shanti’s Activities Program were able to select from a wide range of theater and art events, day trips, and social activities. During the early part of the year, the Central YMCA offered 75 memberships to people with HIV/AIDS through Shanti’s Activities Program. The popular Tickets Program offered thousands of free tickets to a wide range of cultural, recreational, educational and athletic events. 60 people attended the Annual Valentine’s Party. Participants enjoyed five weekend get-aways to Wildwood Resort in the mountains of Sonoma County; overnight trips to Angel Island and Hearst Castle; day trips by bus to Pt. Reyes for a picnic and wildflower hike; and the largest bus trip of the year when 70 people enjoyed Great America.

- 703 people with HIV/AIDS enjoyed cultural, educational, athletic and recreational activities through the department’s Tickets Program
- 489 individuals with HIV/AIDS took part in at least one of the department’s outings, providing them with low-cost recreational activities and a base of peer-support

— Joe Lane, Coordinator of Activities Program

**CROSSINGS**

Crossings began operating in July with the opening of offices in the Tenderloin/South of Market and Mission Districts.

- 36 people were trained as volunteers to work with adults and children
- 2,642 rides were provided in Shanti vans for people with HIV/AIDS to and from medical, dental, drug treatment, and mental health appointments

— Ericka Huggins, Director of Crossings

**EMOTIONAL SUPPORT**

Volunteers with a clinical license or graduate counseling degree were recruited to handle increased number of...
• New clients needing clinical assessment... New Volunteer Intake Program streamlined client intake and volunteer matching and allowed for greater follow-up... Four Emotional Support trainings were held, adding 119 new volunteers. Emotional Support training was streamlined, eliminating the two Friday night modules... Program was officially combined with Practical Support Program and renamed Volunteer Services... Volunteer Services Advisory Board, comprised of 22 volunteers, began reviewing new plan of restructuring Volunteer Services Department.

- 416 people received 93,080 hours of one-on-one emotional support in 1991 by 367 Emotional Support Volunteers
- 415 people participated in one of 25 support groups offered in 1991 by Emotional Support volunteers and staff
  — Melissa Villanueva, Director of Volunteer Services

**HOSPITAL-BASED SERVICES**

*The number of admissions and discharges at San Francisco General Hospital increased substantially with an average daily census of 33 AIDS patients. The average length of a hospital stay increased during the last two years from 5 days to 9 days... Contact occurred at least once every 2-3 days with 80% of the patients served by the department... Shanti services provided at SFGH were reduced from 7 to 6 days per week due to increased census... New systems for charting and data collection, along with a daily team-leader system, enhanced the team's effectiveness... In-service trainings given on critical issues, such as working with substance abuse patients, disabilities, transsexuals and domestic violence.

- 1,818 people received support, advocacy, and counseling from Shanti's hospital-based counselors. This includes 676 people with HIV and 1,142 of their families, friends, lovers, and hospital staff
- 9,289 hours of counseling, support, and advocacy were provided
  — Robin Rose, Director of SFGH Shanti Counseling Services

**PRACTICAL SUPPORT**

*Trainings of Practical Support volunteers were held in collaboration with Most Holy Redeemer Support Group, Mission Neighborhood Health Center, and the Black Coalition on AIDS' Rafiki Services... Four monolingual trainings were held for the Latino Community in conjunction with the San Francisco AIDS Foundation, bringing in 56 new volunteers to serve Spanish-speaking clients... Six additional Practical Support trainings were held, adding 135 new volunteers... Practical and Emotional Support were combined in July under one director, Melissa Villanueva, and renamed Volunteer Services Department. Volunteer Coordinator Joe Healy named Assistant Director.

- 333 people served as Practical Support volunteers during 1991

**RESIDENCE SERVICES**

*The Residence Services Program provides housing for 100 people with HIV/AIDS in Shanti's 18 residences. Three homes served those needing round-the-clock assistance with medical needs; the other 15 were independent living homes... Rental subsidies were provided 37 individuals comprising 14 traditional and non-traditional families, enabling the maintenance of current living situations despite the impact of HIV... Housing was developed for four monolingual Spanish speaking people with HIV/AIDS... A residence for 2 youth with HIV was established... Monthly group orientations were held for people applying for housing and 95 people attended this year.

- 132 people resided in Shanti's 18 residences during 1991
- 14 families were served through the subsidies program
  — Ellen Hardke, Director of Residence Program

**FINANCE AND DEVELOPMENT**

*Total revenue increased from $2.9 million in FY '89-'90 to $3.48 million in FY '90-'91... Luciano Pavarotti came to San Francisco in June for a benefit performance that netted $70,000 for Shanti... The annual dinner "Making Every Day Count" in October commemo-
1991

THE YEAR AT SHANTI

rated the 10 years of Shanti Project and attracted 500 supporters and raised a net of $70,000... Shanti had a strong presence in the May AIDS Bike-A-Thon and raised $40,000 in runner pledges... The Circle of Light Major Donor Campaign raised a total of $350,000... Shanti sponsored Gay & Lesbian Day at Candlestick Park in September. SF Giants played the Padres and more than 3,000 people purchased tickets benefitting Shanti. Local and national media covered the event... Major grants from The San Francisco Foundation and the James Irvine Foundation assisted in the development of Shanti’s Children With AIDS Program... The Shanti Premiere Series hosted the opening night performances of “M. Butterfly,” “Jerome Robbins’s Broadway,” “City of Angels,” “Private Lives,” and “Say It With Music.” Receptions with the stars followed each performance... Shanti received first significant funding from federal government through Ryan White CARE Act, expanding services and creating services for underserved communities.

- Shanti Project again finished the fiscal year with a small surplus thanks to tight controls on expenses and the raising of an additional $580,000 over the previous fiscal year
- San Francisco’s AIDS Office expanded Shanti funding, including $36,000 to assist caregivers of people with AIDS. Almost $1 million in Ryan White CARE Funds was awarded to Shanti to expand services
- Shanti received significant bequests in 1991 from the estates of Stewart Barney, James Burlin, Josephine Holstein, Howard Knierim and Richard Nelson
  - Robbie Fabian, Director of Development
  - Helen Fitzsimmons, Director of Finance

ADMINISTRATION, OUTREACH, AND TRAINING

During January, Shanti held its first Annual Meeting and released its first formal Annual Report, detailing achievements for 1990... Staff and Board received trainings on a wide range of topics including: “Service to the Native American Communities,” “HIV Services for Women,” “Service to Injection Drug Users,” and “Working With the Deaf and Hearing Impaired”... Shanti collaborated with Home Care Companions to hold trainings in March and May for in-home caregivers and loved ones of people with AIDS... Courage to Care Trainings were presented in February, May, and October designed to enhance the caregiving skills of health care and social services providers... Mayor Art Agnos and Urvashi Vaid, Executive Director of National Gay & Lesbian Task Force, joined Shanti at a news conference marking 10th anniversary of AIDS... In May, Shanti Visitor’s Orientation was presented to 12 leaders of AIDS programs in Turkey, Hungary, Russia, Bulgaria, Romania, and Yugoslavia who were visiting the U.S., sponsored by World Health Organization... Shanti again won Cable Car award for “Hand In Hand Together” theme for contingent in the 1991 Lesbian/Gay Freedom Day Parade and Celebration... At 8th International AIDS Conference in Florence, Italy in July, Shanti presented a paper on Multicultural Plan... Communications Department developed Communications Plan for Shanti and launched major advertising campaign... In September, Shanti completed the two-year multicultural plan and Director of Multicultural Affairs, Melinda Paras, was honored at the videotape premiere of “The Challenge of Shanti’s Multicultural Plan”... Paras was soon appointed Deputy Director... Departing Board members included Donna Davidson, David Kirp, and Samantha Ytuague... Board members Bill Barcus and Jay Feinstein died of AIDS... New Board members include José Luis Garcia, Steve Heilig, Sylvia Moreno, and Kerrington Osborne... Board Chair Doug Holloway became Chair Emeritus, and Gayling Gee became new Board Chair... Shanti staff reached key affirmative action points: at year-end 48% were people of color and 49% were women. Staff continues to be comprised of 78% gay, lesbian and bisexual people... Executive Director Eric Rofes was appointed to serve on the program planning committee for the 1992 International AIDS Conference in Amsterdam.
  - Eric E. Rofes, Executive Director
  - Melinda Paras, Deputy Director
  - Tim Teeter, Personnel Director
  - Linda Boyd, Director of Communications

SF Giants team members join Mayor Agnos; Supervisors Britt, Migden, and Achtenberg; and Shanti staff to announce Lesbian & Gay Day at Candlestick Park in September — a benefit for Shanti. Photo: SF Giants
SHANTI PROJECT MAJOR FUNDING 1991

The members of the Board of Directors, staff, volunteers and clients of Shanti Project acknowledge the generous support of:

United Way of the Bay Area
City and County of San Francisco
Department of Public Health

CORPORATE AND FOUNDATION BENEFACORS
Margaret Driscoll Foundation
William G. Gilmore Foundation
James Irvine Foundation
Northern California Grantmakers
Pacific Gas & Electric
San Francisco Examiner
San Francisco Foundation
Transamerica Foundation
Wells Fargo Bank

AT&T
American Academy of Ophthalmology
American President Company Foundation
BankAmerica Foundation
Bank of California
Bechtel Power Corporation
Bothin Foundation
Broco Distributing Company
Broatch-Kaplan Foundation
Brooke, Phleger & Harrison
Charles Schwab and Company
Chevron USA, Inc.
Clorox Company
Colossal Pictures
Community Thrift Stores
Contra Costa Public Defenders Association
Crecent Porter Hale Foundation
Curtis Foundation
Flack & Kurtz Consulting Engineers
Foote, Cone & Belding
Foundation of Jewish Philanthropies
Genetech, Inc.
Golden Brands
Grovenor Bus Lines
Jackson, Tufts, Cole and Black
KRON-TV
KTUV
Kaiser Permanente Foundation
Kaiser Permanente Medical Center
Laine Family Foundation
Lam Research Corporation
Latch & Co. Chiropractic
Levi Strauss Foundation
Marjorie Baer Accessories
Nellcor Incorporated
Network General Corporation
Orrick, Herrington & Sutcliffe
Pacific Bell
PBN Company
Proctor and Gamble Company
RPS Design Services
St. Mary's Hospital
Swig Charitable Trust
Synetix Corporation
Syva Company
Travelers Company Foundation
United Airlines Foundation
Vantage Point Marketing
Visual Aid / Under One Roof
Wallis Foundation
Weight Watchers

1991 CIRCLE OF LIGHT CAMPAIGN
MAJOR DONORS TO THE FRIENDS OF SHANTI

PLATINUM TIER
Bruce W. Collier, M.D.

DIAMOND TIER
Rudolph W. Driscoll

GOLD TIER
Douglas F. Holloway
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David A. Kaplan
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Frances Kaplan
C. Raymond Larkin, Jr.
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Robert and Martha Christopher
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Truman S. Conner, Jr.
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Ann W. Elasier
Peter L. & Piper M. Evans
J. Robbie Fabian
Paul E. Fey
Gayling Gee
Dennis Gibbors & Lisa M. Erdberg
Frank D. Gilliard
Maureen R. Gonzalez
Ken G. Goodwin
John Gorbenko
Sol & Judith Gordon
Tim Hanlon
Edwin & Jo Ann Hansen
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Christina M. Jaques
Craig Johnson & Maurice Demers
Keith E. Kammrath
Charles Lacey
Albert Moorman, Jr.
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Ugo Sap
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John & Leslie Woodward
Donald S. Yearling
Ingunn Yun & Mark Mackler
Hank Zauderer

Shanti Project gratefully acknowledges the vital role played by the many individuals who designate the Project through the United Way Donor Choice program, as well as those donors who contributed under $500, whose names are not listed above. We also wish to acknowledge our many donors who prefer to remain anonymous.

The information above covers the period from September 1990 – September 1991.
The accompanying graphs and audited financial statements were prepared by Shanti’s Director of Finance, Helen Fitzsimmons, and our Auditor, Marc Lumer, of Antonini Professional Corporation. The graphs represent three different parts of our 1990-1991 Finance Report:

- **A Summary of Sources of Revenue** showing the breakdown between government support and private giving.
- **A Breakdown of Private Sources of Revenue** showing the non-governmental sources of funding for our efforts: the United Way, Friends of Shanti, bequests, fundraisers and events, and others.
- **An Analysis of Expenditures** detailing the portions of our expense budget which paid for client services, administration and fundraising.

Excluding depreciation expense, Shanti Project completed the 1990-1991 fiscal year with a revenue surplus of $116,818. A complete audited financial statement is available by calling Helen Fitzsimmons, Director of Finance at 415/777-2273 or (TDD) 415/495-7495.

### SHANTI PROJECT BALANCE SHEET AS OF JUNE 30, 1991

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<th></th>
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<td>$110,869</td>
<td>$805,112</td>
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</table>
SERVING PEOPLE WITH AIDS IN A COMPLEX, CHANGING WORLD

A Letter From the Chair of the Board of Directors

1992 was a year of extraordinary challenges and accomplishments for Shanti Project. We continued to improve the delivery of high quality, culturally-sensitive, volunteer-intensive support services for thousands of men, women and children affected by HIV in San Francisco.

This year’s Annual Report offers details on the courageous clients and dedicated volunteers who participated in Shanti’s housing, San Francisco General Hospital counseling, emotional and practical support, activities, transportation, and Crossings programs. It also provides financial information on the monies donated by generous people, foundations, companies, public agencies and United Way, to make all this possible. But I would like to review what the Board of Directors believes was a highlight of Shanti’s work in the AIDS community for the year.

1992 heralded the first infusion of significant funding for housing for people with AIDS, through the Ryan White CARE Act. As a result, Shanti was awarded $500,000 to create the largest residential facility for people with AIDS in the nation. We rented an accessible, well-maintained building with 65 apartments and opened Shanti House on December 1, 1992. One of the most wonderful experiences was to see people on our waiting list finally “get a home,” either at Shanti House itself, or in one of our other residences located throughout the city. We now offer many housing options — a single apartment, a roommate situation, a house devoted to women, or monolingual Spanish speakers, or gay youth, or rental subsidies for families to stay together. And we have three houses where residents can stay temporarily when they are in need of round-the-clock nursing care.

Our housing initiative is just one example of how Shanti Project has worked to provide a new model of care for people with AIDS which affords independence, dignity and quality of life. I know you will be interested to read about our other accomplishments in the 1992 Annual Report.

On behalf of Shanti’s Board, clients, volunteers and staff, thank you very much for your ongoing interest in AIDS and in our work.

Gayling Gee
1992 ANNUAL REPORT

Published by Shanti Project for the friends, volunteers, clients, and staff of Shanti Project, 525 Howard Street, San Francisco, California, 94110; 415/777-CARE (TDD) 415/988-7495; (FAX) 415/777-5152. Shanti Project is a contract agency of the San Francisco Department of Public Health and the United Way of the Bay Area.

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MISSION STATEMENT

Shanti Project is a nonprofit organization serving people with HIV disease and their loved ones, primarily in San Francisco. Our aim is to enhance the quality of life and independence for people with HIV disease, while reducing their need for institutional care.

Shanti's services are provided by trained volunteers and staff and include client advocacy, emotional support, hospital-based counseling, housing, practical assistance, recreation, support groups, and transportation. Shanti is committed to serving HIV affected people from all communities while abiding by the highest ethical and nondiscriminatory standards in all our activities and programs.

We aim to support the human rights and dignity of people as they find their own solution to the challenge of HIV disease.

SHANTI PROJECT

1992 ANNUAL REPORT

VOLUNTEER SERVICES

Shanti volunteers continue to provide more hours of compassionate support to PWAs and their loved ones than any other AIDS service provider in the city. In order to better serve the changing needs of its clients, Shanti's Volunteer Services program completed the merger of its Emotional Support and Practical Support Programs and began training all volunteers to provide both kinds of support... Significantly expanded the Latino Community Volunteer Program, holding two volunteer trainings... Continued development of the Native American program... Began in-person intakes with all clients to get a better sense of clients' needs... In addition to 25 established support groups serving people with AIDS and their family, friends and loved ones, new client support groups started, including a group specifically for Kaposi Sarcoma clients, a group for HIV positive volunteers, and drop-in groups at the Tom Waits Clinic, South-of-Market, and at Shanti House... The Home Care Skills Program became part of Volunteer Services, serving more than 200 clients, helping caregivers access the AIDS and social services system, and assisting them to take better care of the person with AIDS.

• Volunteer Services held 6 trainings in 1992, training a total of 292 new volunteers
• Provided support services to 2,212 people with AIDS and their loved ones

At Shanti's Volunteer Services Trainings new volunteers become skilled providers of emotional and practical support to people living with AIDS and their loved ones.

Photo: Kathryn Ficke

HOUSING SERVICES

The urgency of providing more housing for people with AIDS led Shanti Project to begin a major new endeavor in 1992. By November, Shanti was able to announce the opening of the largest AIDS housing facility in the nation. Called “Shanti House,” the building contains 65 apartments, each with bedroom, bathroom and kitchen, where people with HIV/AIDS can live and receive support from neighbors, Shanti staff, volunteers and nearby HIV/AIDS service agencies... In addition, Shanti continued to provide congregate living arrangements throughout the city which included homes for monolingual Spanish-speaking people, families, women, and gay youth with HIV/AIDS... Provided housing in partnership with Visiting Nurses and Hospice for round-the-clock care for 50 people with AIDS... 35 people were served through the rental subsidies program, enabling recipients to maintain their current living situations.

• 188 people with AIDS were provided housing by Shanti's Housing Program
• 1009 people with HIV/AIDS were assisted in securing housing through Shanti's HIV Housing Network

— Rick Ruvolo, Director of Housing Development and Services
— Paul Lambros, Director of Residential Services

Shanti's Housing Program doubled the number of people it serves with the opening of Shanti House. Photo: Peter Niland

At Shanti's Volunteer Services Trainings new volunteers become skilled providers of emotional and practical support to people living with AIDS and their loved ones.

Photo: Kathryn Ficke

Sharing in United Way Funds
540 volunteers provided a total of 9,759 hours of support to PWAs and their loved ones.

— John Conley, Director of Volunteer Services

San Francisco General Hospital, people with AIDS and their loved ones rely on advocacy, counseling, education, and referrals provided by Shanti staff counselors. Photo: Robin E. White

HOSPITAL-BASED SERVICES

Shanti’s Counseling staff, an integral part of the SFGH AIDS care team for inpatient services, notes the following achievements for the year: Staff received in-service training on issues of self-care, organizational dynamics, living with disabilities, and working with Asian/Pacific Islanders ... A field placement program, utilizing interns preparing for advanced degrees in social work, featured two interns from Spain and one intern from Denmark ... The daily census reached an all-time high of 61 AIDS patients in March ... In August contact with patients and their loved ones was again extended to seven days per week ... Shanti’s “Courage to Care” Trainings, for professionals seeking to brush up on their counseling and self-care skills, became part of the hospital program ... Shanti Counseling staff organized the event of the year: a catered High Tea for entire hospital AIDS team.

- Shanti counselors served 1,236 people with AIDS and their loved ones. This figure includes 686 people with AIDS and 650 family, friends, and significant others
- 8,974 hours of counseling, advocacy, education, and referrals were provided by Shanti staff

— Robin Rose, Director of SFGH Counseling Program

CROSSINGS

From offices in the Tenderloin and Mission neighborhoods, Shanti’s Crossings program provides culturally-sensitive volunteer support, counseling, and linkages with case management services. The program seeks to “cross over” cultural boundaries to serve women, children, people of color, low income gay men, poor and homeless people, substance users, transvestites, and transsexuals — communities traditionally underserved by health care systems ... In July, Crossings staff joined parents and their HIV infected children in the annual Sunburst Project Summer Camp where children from the the inner city experienced one of the only summer camps for children with AIDS in the U.S. ... 4 volunteer trainings were held, preparing 89 people to provide culturally-sensitive services geared to diverse community needs ... Teams of volunteers visited Tenderloin single-room-occupancy hotels weekly to help clients with tasks such as cleaning and laundry, linking clients to other social services, and providing emotional support ... More than 200 clients attended the Women’s Holiday Party held at Esprit Showplace ... More than 50 children with their families attended the Children’s Holiday Party at the Emporium Rooftop ... Created partnership with Department of Social Services, Family Services Program and Crossings to provide services to families with HIV/AIDS who receive Aid to Families With Dependent Children.

- Services were provided to 375 people during the year
- More than 3,400 rides in Shanti vans were provided to 284 people with AIDS, free of charge, to and from health care appointments
- Crossings volunteers provided more than 10,500 hours of practical and emotional support to adults and children in the Mission and Tenderloin

— Ericka Huggins, Director of Crossings Program

ACTIVITIES PROGRAM

Almost every day of the year, people with HIV/AIDS enjoy Shanti Activities Program events, selecting from a wide range of theater and art events, day trips, and social activities ... 200 people attended the Pastel Party held in May ... Participants enjoyed kayaking, Sunday afternoon at the zoo, overnight getaways to mountain retreats, bicycle tours, and day trips to Great America and Pt. Reyes ... In September, the Activities Program sponsored an art show by clients ... First clean and sober Halloween Party for adults and first Children’s Halloween Party were held in October ... Established a Children’s Activities Program with a trip to Marine World ... The program moved into advocacy for clients, obtaining a scholarship to the SF Art Institute and helping a client fulfill a
lifelong dream: performing in the SF Opera... 1015 clients and volunteers, a record number, attended Shanti's

Winter Celebration held at St. Mary's Conference Center. 35 volunteers from Levi Strauss, Walden House, and The Body Shop assisted at the event.

- During 1992, more than 2,000 people with HIV participated in Shanti Activities Program events
- Record number of tickets — 15,000 — for entertainment, cultural, and sporting events were distributed
- An average 103 phone calls from program participants seeking information on upcoming events were received by the Activities Events line each day

— Richard E. Chavez, Director of Activities Program

1992

DEVELOPMENT, COMMUNICATIONS, AND FINANCE

In just four years, the operating budget of the organization has grown from $2.7 million to $5.4 million with significant expansion in both public and private funding. The number of paid staff has grown from 57 to 80, and the number of active agency volunteers has increased from 650 to 1,000... A major print and transit ad campaign, contributed by McCann-Erickson, was instrumental in recruiting hundreds of new volunteers...

- More than 160 visitors from all over the U.S. and 23 countries around the world attended weekly orientations to learn more about the work of Shanti Project... Shanti participated in and benefited from over 25 fundraising events...
- Macy's Passport '92 raised a record $225,000 for Shanti and SF AIDS Foundation...
- Three major pledge events, the AIDS Bike-A-Thon, Dance-A-Thon, and Lifespan, raised over $75,000 for Shanti...
- Shanti's Premiere Series delighted ticketholders with cast parties following performances of "Grand Hotel," "A Few Good Men," "Once On This Island," "Will Roger's Follies," and "Richard III" with Sir Ian McKellen...
- Examiner Style writer Cynthia Robins and Spectrum Gallery's Nonie Greene co-chaired "The Road Not Traveled," a benefit at Bimbo's for Shanti and other AIDS groups.
- The opening of Shanti House attracted both national and international media attention in December, 1992, including TV Japan, SF Chronicle, Univision (international Spanish-language network), Chicago Tribune, and Boston's Bay Windows.
- Featuring "designer fashions below wholesale," 7th On Sale far exceeded expectations, raising $3.2 million for San Francisco AIDS organizations in September, 1992. Shanti worked in partnership with San Francisco AIDS Foundation, Project Open Hand, and DIFFA to play major roles as beneficiaries.

— Alix Sabin, Director of Development and Communications
— Helen Fitzsimmons, Director of Finance

ADMINISTRATION, OUTREACH, AND TRAINING

A transition occurred in Board leadership and Gayling Gee became Board Chair...

Mayor Frank Jordan spoke at Shanti's second Annual Meeting, held in February at the offices of the Shaklee Corporation... Executive Director Eric Rofes and Board Chair Gayling Gee participated in the 9th International AIDS Conference in Amsterdam in July... The Volunteer Development department successfully recruited more than 800 new volunteers who will serve in one of the client services programs, provide office support, or participate in the street outreach program...

At the Folsom and Castro street fairs, Shanti volunteers distributed 20,000 client brochures and volunteer recruitment flyers as well as 5,000 condoms...

"Heartspace," Shanti's volunteer newsletter, was produced monthly and included for the first time a regular Spanish language section... At year's end, staff was 53% people of color, 51% women, 80% gay/lesbian/bisexual...

Shanti's float in the 1992 Lesbian/Gay Freedom Day Parade won the Cable Car award for it's theme, "Justice, Pride, Dignity.

— Eric E. Rofes, Executive Director
— Melinda Paras, Deputy Executive Director
— Spring Haughton, Director of Personnel
— Stephanie RubyKlink, Director of Volunteer Development
— Arlene Gonzales, Director of Operations
Shanti Project gratefully acknowledges the vital role played by the many individuals who designate the Project through the United Way Donor Choice program, as well as those donors who contributed under $500, whose names are not listed above. We also wish to acknowledge all donors who prefer to remain anonymous. The information above covers the period from July 1991 through June 1992.

United Way of the Bay Area
City and County of San Francisco Department of Public Health

CORPORATE AND FOUNDATION BENEFICTORS

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Academy of Friends
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Alioto For Mayor
American President Co. Foundation
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Highland Energy Corporation
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KPFT
Kaiser Permanente
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Levi Strauss Foundation
Levi Strauss Foundation
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Love Project
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Walter Leiss
Kathleen C. Mason
Paul M. Scott

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David Ring
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Ron L. Walker

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Boyd Allen Blackburn, Jr.
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Stephen B. Braddy
Rena Branstine
Robert & Lila Campbell
Edward J. Clarke
Michael Patrick Collins
Heidi A. Cortese
Robert V. Craig
Bruce G. Courver
Jeri I. Drew
Will Dunne
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Joseph & Anne Fitzgerald
Maureen E. Flaherty
John S. Foggy
Gaylene D. Fox, R.N.
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Harvey & Jane Haynam
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Ruth Miller
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Leslie Schlaegel
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Philip Fay Stevenson
Gene Tartaglia
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Sorine R. Tompkins
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Gregory Walker
Joan Walters
Stephen P. White
Charles Wilson

BRONZE TIER
Anonymous (3)
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Dr. Ric Anderson
James W. Andrews
Betsy Aromon
Julie Baringer
Michael Bascaro
Clifford A. Bean
Thomas Beckman
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1992 CIRCLE OF LIGHT
MAJOR DONORS CAMPAIGN

DIAMOND TIER
Bruce Collier, M.D.
Ralph Patterson

GOLD TIER
Anonymous
Kodulph W. Driscoll
Dale A. Grossman
David Kaplan
Ronald E. Pacheco
Wayne S. Pearson
Philip D. Pelletier TTE
George D. Tuttte
The accompanying graphs and audited financial statements were prepared by Shanti's Director of Finance, Helen Fitzsimmons, and our Auditor, Marc Lumer, of Antonini Professional Corporation. The graphs represent three different parts of our 1991-1992 Finance Report:

- A Summary of Sources of Revenue showing the breakdown between government support and private giving.
- A Breakdown of Private Sources of Revenue showing the major non-governmental sources of funding for our efforts: the United Way, individual donors, bequests, fundraisers and events, corporation and foundation grants, and others.
- An Analysis of Expenditures detailing the portions of our expense budget which paid for client services, administration and fundraising.

Excluding depreciation expense, Shanti Project completed the 1991-1992 fiscal year with a surplus of $93,438. A complete audited financial statement is available by calling Helen Fitzsimmons, Director of Finance at 415/777-CARE or (TDD) 415/495-7495.

SHANTI PROJECT BALANCE SHEET AS OF JUNE 30, 1992

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>1992</th>
<th>1991</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted Fund</td>
<td>Restricted Fund</td>
<td>Equipment Fund</td>
</tr>
<tr>
<td>Current Assets:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>$130,130</td>
<td>$103,091</td>
</tr>
<tr>
<td>Accounts Receivable</td>
<td>211,804</td>
<td>182,800</td>
</tr>
<tr>
<td>Inventory</td>
<td>1,060</td>
<td>-</td>
</tr>
<tr>
<td>Prepaid Expenses</td>
<td>71,349</td>
<td>-</td>
</tr>
<tr>
<td>Total Current Assets</td>
<td>414,343</td>
<td>182,800</td>
</tr>
</tbody>
</table>

| Net Leasehold Improvements and Equipment | 60,055 | 60,055 | 103,884 |
| Total Assets | 474,398 | 545,855 | 657,198 | 805,112 |

<table>
<thead>
<tr>
<th>LIABILITIES AND FUND BALANCES</th>
<th>1992</th>
<th>1991</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Liabilities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts Payable and Accrued Expenses</td>
<td>$174,421</td>
<td>$174,421</td>
</tr>
<tr>
<td>Other Liabilities</td>
<td>95,000</td>
<td>95,000</td>
</tr>
<tr>
<td>Obligations Under Capital Lease</td>
<td>$3,913</td>
<td>3,913</td>
</tr>
<tr>
<td>Total Current Liabilities</td>
<td>174,421</td>
<td>273,334</td>
</tr>
</tbody>
</table>

| Fund Balances | 383,864 | 447,685 |
| Interfund Receivable (payable) | 56,142 | 383,864 |
| Total Liabilities and Fund Balances | $414,343 | $545,855 |

$4,265,897