



March 27, 2009

Frank Oldham, Jr.
President and CEO

Officers

David Munar
Chairperson
Chicago, IL

Michelle Lopez
Vice Chairperson
Bronx, NY

Darryl Wong
Secretary
New York, NY

Errol Chin-Loy
Treasurer
Bronx, NY

Alberto Santana
At-Large (1)
Margate, FL

Kathie Hiers
At-Large (2)
Birmingham, AL

Judith Billings
President Emeritus
Puyallup, WA

Trustees

Anton Bizzell, MD
Fort Washington, MD

Larry Bryant
Washington, DC

Jack James Carrel
Covington, LA

Tommy Chesbro
Tulsa, OK

Goulda Downer, Ph.D
Washington, DC

Mary Hess
Fogelsville, PA

Tim Hillard
Washington, DC

Regan Hofmann
Bergen, NJ

David Holtgrave, Ph.D
Baltimore, MD

Joseph Interrante, Ph.D
Nashville, TN

John McGuirk
Miami Beach, FL

Miguel Miranda
Atlanta, GA

Anthony Polimeni
Oregon

Calix Ramos, DMD
San Juan, PR

Deborah Wafer, RNP
Foster City, CA

Vallerie Wagner, M.S.
Los Angeles, CA

Dear NAPWA Supporter:

The National Association of People Living with AIDS (NAPWA) is the oldest national AIDS organization and the first national network of people living with HIV/AIDS in the world. NAPWA is committed to working with its membership to support and advocate on behalf of all persons in the United States living with HIV and AIDS. As the national voice and trusted source for the community, NAPWA guards against public defamation and/or stigmatization and works with other organizations to improve access to early and comprehensive treatment.

All members of the NAPWA Team—the board, staff, members, partners, stakeholders, and supporters—should feel a tremendous sense of pride in the many achievements and accomplishments over the past three years. NAPWA successes have included planning and hosting AIDSWatch and the Positive Youth Institute; revitalizing National HIV Testing Day; and launching a 10 year partnership with *POZ Magazine* (a premiere national HIV/AIDS publication that reaches over 125,000 readers).

Although we have seen significant progress, much work still remain. The enclosed three year strategic plan addresses many of these opportunities and defines NAPWA's direction and key initiatives for 2009-2011. Specifically, we have adopted three new strategic objectives:

- Strengthen Programs and Leadership
- Advance and Promote Scientifically Sound and Up-to-Date Policies
- Increase Our Visibility

In partnership with *POZ Magazine*, we have launched a bold new initiative to build a more powerful PLWHA movement: The Denver Principles Project. The Denver Principles Project promotes self empowerment and asks the HIV community to recommit itself to the Denver Principles by joining NAPWA as a supporting and contributing member. By increasing membership numbers, NAPWA will be able to leverage the great strides already made in the fight against AIDS, and continue to effectively advocate for HIV prevention and care while combating the stigma.

NAPWA is committed to fighting for full human rights for people living with HIV/AIDS. These strategies and initiatives reflect new, more efficient ways of harnessing the power of people living with HIV/AIDS, but they are just a beginning. We will continue work with our many stakeholders to develop creative and effective initiatives. We encourage your continued interest and participation in the implementation of this plan. We look forward to working with you and thank you for your support.

Sincerely,

Frank Oldham, Jr.
President and CEO

David Ernesto Munar
Board Chair

National Association of People with AIDS

8401 Colesville Road, Suite 505: Silver Spring, MD 20910
Tel: 240.247.0880: Fax: 240.247.0574: www.napwa.org

Strategic Plan 2009 -2011

Harnessing the power of people living with HIV/AIDS to make a difference

years



DENVER PRINCIPLES PROJECT

"In this time of transformative change in American politics, it is vital that we revisit the foundation of our movement in order to rebuild what was lost during a repressive political era. The Denver Principles are our foundation and they are as relevant today as they were in 1983 when they were written. To truly empower our movement, we need to bring forward the voices of those who have HIV and insert them into policy-making, program development, governance and media coverage of the epidemic." Sean Strub, Founder of POZ Magazine.



All of us at NAPWA—our board, staff, volunteers and members—as well as millions of people living with HIV are counting on your support for The Denver Principles Project.

In 1983, a group of people with HIV / AIDS gathered, for the first time, to strategize about how to fight the AIDS epidemic through a national self-empowerment movement. They wrote The Denver Principles, a historic manifesto that outlined the rights and responsibilities of people living with HIV / AIDS.

If we have learned anything over the years, it is that self-empowerment is vital to helping people living with HIV / AIDS realize their potential and be a part of the solution to the challenges they face. We will be proud to have you standing by our side, on behalf of all those living with HIV / AIDS, as we move forward into a new era—an era of greater empowerment, pride and progress for all.

So please visit www.napwa.org or www.poz.com today and become a supporter of The Denver Principles Project.



Introduction

The National Association of People with AIDS (NAPWA) believes in self-determination.

We are passionate about making life better and more meaningful for all people living with HIV / AIDS. While the epidemic impacts us directly, we also impact the epidemic by innovating ways to reduce its spread, mitigate its prejudice and alleviate its suffering.

Bringing together diverse individuals and communities, NAPWA provides information and resources to fight HIV stigma, advance responsible public policies and ensure HIV-positive people obtain the help and support they need. To make the greatest impact, we focus our services on leadership development, capacity building, training and health promotion. Everything we do – our programs, our policy initiatives and our operations – emanates from our unique and dynamic perspective as people living with HIV / AIDS.

As a network of people living with HIV / AIDS, NAPWA brings together advocates and community groups to raise their voice on Capitol Hill, develop and disseminate treatment education and connect people united in the struggle against HIV / AIDS.

We stand united with our allies to create meaningful lives for our constituents. We advocate for a proactive, compassionate and respectful response from our national, state and local governments. We collaborate with individuals and organizations across the country to make our collective efforts stronger. We hold ourselves accountable.

Working together, HIV-positive people and our allies turn obstacles into strengths, barriers into opportunity and prejudice into respect.



History

A brave and pioneering group of individuals, most of whom have since passed away, founded NAPWA in 1983 to improve the quality of life of all people affected by the disease.

NAPWA's founders established the organization in the spirit of the *Denver Principles*, a transformative declaration upholding our basic civil and human rights as people with HIV / AIDS. The *Denver Principles* reject the notion that we are victims and affirms that we are agents of our own destiny. By boldly asserting the primacy of people with HIV / AIDS in efforts to end the epidemic, the *Denver Principles* advanced a new ethos that places our input on par with that of service providers, government, and all other decision makers. In short, the *Denver Principles* gave birth to the modern HIV / AIDS movement and inspired an empowerment model that reshaped health-advocacy, health services delivery and the development of new treatments.

DENVER PRINCIPLES: The Foundation Of Our Movement

In 1983, a courageous group of people with HIV / AIDS gathered in Denver to develop a set of principles to guide individuals – both HIV positive and negative – and health care providers in their approach to living with, serving and respecting HIV-positive people. The *Denver Principles* includes recommendations and a set of rights that defines us as agents in our own lives. The principles declare our rights to quality medical care, comprehensive information, privacy, confidentiality, respect, dignity and full and satisfying sexual and emotional lives. These principles, recommendations and responsibilities are as relevant today as they were 25 years ago.



NAPWA Champions Human Rights

The *Denver Principles* form what many see as the HIV / AIDS movement's "Bill of Rights." To protect and achieve full civil and human rights, we commit anew to the ideals laid out by our predecessors and pursue social justice as a central value to our response to the HIV / AIDS epidemic in the United States. We advance these ideals by reaffirming the *Denver Principles*, and highlighting the centrality of human and civil rights as tenets to good health and social policy.

It is incumbent upon us as leaders of our movement to educate each generation of advocates about our history and struggles. We tell the story of the *Denver Principles* and integrate them into everything we do. We reflect on our history to provide a context for the present and a perspective for the future. We apply these lessons in our efforts to give voice to people living with HIV / AIDS today. We facilitate intergenerational and intercultural discussions and discourse and create safe spaces for people living with HIV / AIDS to learn from each other. In this, we set the tone and pace for advancement of the HIV / AIDS movement.

Only by respecting individuals' basic civil and human rights can the public health be improved and protected. Only by expanding our understanding of civil and human rights – and ways to protect and promote social justice – can we empower people living with HIV / AIDS and our allies to shape the development, implementation and evaluation of a new AIDS agenda urgently needed in the critical days and months ahead. NAPWA will champion a rights-based approach as a central and necessary tenet to ending the HIV / AIDS pandemic. Our voices will not be silenced in the face of violence, discrimination, stigma and persecution against people with and at risk for HIV in the U.S. and across the globe.



Mission

NAPWA advocates for the lives and dignity of all people living with and affected by HIV / AIDS.

Values

We rely on community involvement and partnerships to guide our work and achieve our desired outcomes. Our Board of Trustees and staff seek to emulate and pursue these core values in everything we do:

- self-determination**
- dignity**
- diversity**
- independence**
- accountability**
- inclusiveness**
- collaboration**
- commitment to civil and human rights**
- sense of social justice**
- integrity and honesty**

Vision Statement

NAPWA envisions a world free of AIDS-related stigma, a world with universal access to high quality medical care, and a world in which people living with HIV / AIDS serve as visionary public health leaders.

NAPWA advances its vision by:

- Promoting human rights, dignity and independence for people affected by HIV / AIDS
- Creating and advocating for responsible public policies and programs
- Raising educational levels and awareness about HIV disease
- Improving access to prevention, care and support services
- Developing strategies to end the pandemic

Recent Accomplishments

Before we look ahead, we pause to reflect on our recent achievements, as our past informs our future. Over the last two years, NAPWA re-doubled its efforts to address the changing, complex and dynamic needs of those living with HIV / AIDS.

- ◆ Launched unprecedented 10-year partnership with *POZ Magazine*, a premiere national HIV / AIDS publication that reaches over 125,000 readers, to enhance NAPWA's visibility and advance our advocacy efforts on behalf of people living with HIV / AIDS.
- ◆ Strengthened our partnership with the **Treatment Access Expansion Project (TAEP)** to boost advocacy efforts to increase access to HIV care. With TAEP, NAPWA works to secure congressional passage for the **Early Treatment for HIV Act** to allow states the option to expand Medicaid for non-disabled individuals with HIV who are currently uninsured or underinsured.
- ◆ Held two successful annual **AIDSWatch** events, bringing nearly 500 diverse Americans living with and affected by HIV / AIDS to the nation's capital to educate members of Congress about the realities of living with HIV / AIDS and essential funding and legislative priorities.
- ◆ Launched a new website at www.napwa.org to celebrate our compassion, showcase our collective creativity and to champion and protect the human rights and dignity of people living with HIV / AIDS.
- ◆ Revitalized **National HIV Testing Day**, which NAPWA founded in 1995, through new partnerships with the US Conference of Mayors and new social marketing materials that reflect the lives of people from communities hit hardest by HIV / AIDS. Seventy-nine Mayors throughout the U.S. and Puerto Rico participated in the 4th annual Mayors Campaign Against HIV. Over 22,000 complimentary oral HIV tests were distributed to HIV testing facilities nationwide.
- ◆ Enhanced contact with our constituents by embracing a **regional model** to reach people where they are. NAPWA redeployed its resources by decentralizing its renowned national conference, Staying Alive. Instead, three regional meetings focused on skills building, social networking and treatment education.
- ◆ Created a new **Women's Initiative** to address the dynamic needs of women living with HIV / AIDS. The initiative builds the skills and capacity of HIV-positive women and the organizations that serve them. Also organized a successful Congressional Briefing and two skills-building institutes in partnership with the National Women AIDS Collective.
- ◆ Held two successful **Positive Youth Institutes** to address the unique issues faced by HIV positive youth.
- ◆ Combined sound business principles with grassroots legacy to streamline operations, achieve financial stability and diversify funding sources to position NAPWA for dynamic growth in both funding and cross-sector partnerships.



Congresswoman
Maxine Waters (D-CA)

Michelle Lopez (Brooklyn, NY)
Member, Board of Trustees

“People living with HIV/AIDS must inform the dialogue, discussion and discourse regarding all aspects of our lives. This is the essence of NAPWA, and a central component of the Denver Principles.”

Strategic Plan 2009 – 2011

In order to achieve our purpose, we have adopted three strategic objectives:

Strengthen Programs and Leadership: Develop leadership among people living with HIV / AIDS to enhance self-sufficiency and quality of life.

Advance and Promote Scientifically Sound and Up-to-Date Policies: Promote proactive public policies that are reflective of and attentive to the lives of people with HIV / AIDS.

Increase Our Visibility: Counter stigma by promoting greater visibility for openly HIV-positive people, increase understanding about our opinions and needs and heighten awareness of NAPWA as a leading advocate of and for people with HIV / AIDS.

Strategic Areas

NAPWA has three strategic goals that define our direction and key initiatives for 2009-2011.

I. Strengthen THE LEADERSHIP OF PEOPLE LIVING WITH HIV/AIDS:

NAPWA will promote programs that are reflective and attentive to all aspects of the lives of people with HIV/AIDS and that reflect the Denver Principles, which call for a humanitarian response to the crisis. To this end, our programs will work towards enhancing HIV care systems to ensure that people living with HIV/AIDS have the best quality of life possible. We will continue to develop and support leadership among people with HIV/AIDS so that we are able to take care of and advocate for ourselves, and be responsible for our own lives and communities. In addition, NAPWA will be responsive to the current state of the epidemic by promoting and embracing cultural competency, evidence-based practices, outcome performance measures and knowledge transfer technologies.

Planned activities:

A. Academy for the Advancement of Consumer Empowerment (ACE)—Nurturing Positive Leadership

NAPWA has a long history of bringing HIV-positive people from diverse communities together to learn, teach and collaborate to create change. A new training program, the *Academy for the Advancement of Consumer Empowerment (ACE)*, will build on this track record to reach greater numbers of people who are eager to engage in AIDS advocacy at local and national levels. ACE will educate participants across the U.S. about HIV service systems planning efforts, public policy and advocacy issues, protection of civil/human rights and coalition-building. ACE will become a national resource to increase the self-efficacy skills and knowledge of HIV-positive people. As such, individual participants will be better prepared to advocate for themselves and more response service systems at the local, state and national levels.

B. Common Threads – Creating a Community of Storytellers to Combat HIV/AIDS Related Stigma

NAPWA understands that we all have rich, dynamic and powerful personal stories. Our stories can break down barriers, change beliefs and alter attitudes about people living with HIV/AIDS. NAPWA's *Common Threads* program, which helps put a human face on the HIV epidemic, is built upon this understanding. *Common Threads* is a small-group participatory training session designed to help people with HIV/AIDS explore disclosure issues toward achieving individual behavior changes that support individual empowerment and HIV prevention goals. Led by a

licensed clinician, the training modules utilize peer-to-peer experiential sharing and learning in a confidential, safe and supportive environment. NAPWA will expand Common Threads in an effort to support HIV-positive people in telling their stories as a powerful way to dispel commonly held myths and misunderstandings about the realities of living with HIV/AIDS and coping with the accompanying stigmas and prejudices.

C. Consumer Advocacy Project (CAP)—Supporting Best Service Practices for Consumers

People living with HIV/AIDS intimately understand the diverse needs of their communities and the factors that can interfere with optimal HIV care. Therefore, NAPWA will expand our *Consumer Advocacy Project (CAP)*, which promotes peer-to-peer support and self-efficacy to address concerns about the quality of HIV care and prevention services. Through CAP, NAPWA will develop a set of training products designed to prepare peer navigators for paid or volunteer assignments working in healthcare and support service settings assisting HIV service consumers navigate their service experience and attain the highest level of care possible. In various regions of the country CAP will train and support positive leaders in order to promote client access to HIV prevention, testing, care and necessary support services. Through CAP, NAPWA will aim to assist HIV-positive individuals in utilizing their expertise to help others who may be newly diagnosed or newly accessing testing, care, prevention or support services.

Training Areas by Program:	A.C.E.	Common Threads	C.A.P.
Advocacy techniques	✓		✓
Policy development	✓		
Coalition building	✓		
Clinical facilitation		✓	
Peer-to-peer experiential learning	✓	✓	✓
Disclosure		✓	
Navigating services	✓		✓
Assisting peers		✓	✓

II. Advance And Promote Scientifically Sound And Up-To-Date Policies:

As a constituency-based organization representing broad and diverse interests, it is critical that we couple our unique voices and experiences with evidence-based models and data. NAPWA is proud to promote policies that work and meet peoples' needs and to advocate for sound science to help inform our efforts and priorities.

Our strategic policy objectives include:

A. Positive Priorities - Promoting best practices and targeted services

NAPWA will strive to improve the landscape of HIV services by championing the priorities of people with HIV / AIDS vis-à-vis funders, governments, and service providers. In order to accurately represent community needs, NAPWA will push for relevant, robust and rapid availability of research to immediately respond to present day needs of HIV-positive people. Collaborating with partners such as **Village Care of New York (VCNY)** and other premier HIV / AIDS care and treatment providers, NAPWA will develop and launch the *AIDS Healthcare Initiative*, with a policy agenda to promote comprehensive and high-quality medical and supportive service for all people living with HIV / AIDS in the U.S. NAPWA will also champion client-centered interventions designed to engage HIV-positive people in efforts to slow the spread of the epidemic.

B. Place at the Table — Promoting significant, deliberate and meaningful inclusion of HIV-positive people

The involvement of HIV-positive people in all levels of decision-making is not just preferred but imperative if we expect policies and practices to be responsive, relevant and sound. We will capture the best of science and will document and articulate our own diverse experiences to inform the development of an HIV / AIDS policy agenda. We will continue to train and develop policy leaders and demand inclusion of people living with HIV / AIDS in a number of areas, including reauthorization of the **Ryan White HIV/AIDS Act**, development of a National AIDS Strategy, and discussions about national healthcare reform.

C. Stamping Out Stigma — Addressing harmful and persistent HIV-related prejudice

Reducing barriers to care and mitigating the stigma associated with HIV / AIDS is fundamental to preventing new HIV infections, increasing access to medical and support services for HIV-positive people and improving our quality of life. Despite the progress we've made over the past 25 years, social barriers such as poverty, racism, gender inequality, xenophobia, homophobia and societal reluctance to openly discuss sexuality continue to play a role in perpetuating inequality and influ-

encing risk behavior. Geographic isolation, religious intolerance, ongoing misperceptions about HIV/AIDS and lack of political leadership at national and local levels are just a few of the additional barriers that can shape public policies that often negatively affect and target the most vulnerable and marginalized populations.

We call for a renewed sense of urgency to specifically address these issues. NAPWA will advocate for the full repeal of the 20-year policy banning HIV-positive people from entering the U.S. – a shameful and counter-productive federal endorsement of AIDS stigma and discrimination. Indeed, NAPWA will support efforts to oppose all such policies around the world. In addition, NAPWA will oppose misguided policies and laws addressing HIV transmission with criminal justice rather than public health approaches. By rejecting community and public health approaches, such policies and laws deter people from seeking HIV testing and other vital services.

NAPWA will raise awareness of the assets HIV-positive people bring to bear to improve their lives and protect others from HIV transmission. Through our advocacy and educational programs, NAPWA will invite medical and support service providers and institutions large and small to reject stigmatizing policies and attitudes toward HIV-affected people. Through our websites and emerging media, we will organize HIV-positive people and allies across the country to join us in champion efforts against HIV stigma and discrimination.



“HIV-positive people must share their experiences and be involved at every level of decision-making to ensure that quality medical treatment and quality support service provision are expanded without risk of discrimination of any form. Quality healthcare must be a right for everyone and, in the era of HIV/AIDS, is sound public health and public policy.”

Joseph Interrante (Nashville, TN)
Member, Board of Trustees

III. Increase Our Visibility:

NAPWA continually strives to exemplify the human face of HIV / AIDS and individuals' creative and courageous responses to the epidemic. We promote our collective and varied encounters, and we tell our stories to educate and inform, and to shape opinions and policies. We listen. We learn.

Our strategic approach to boost our presence will include:

A. Positive Agenda—Identifying the needs of people with HIV/AIDS

To enhance our understanding and knowledge, NAPWA will conduct a national assessment to fully identify the diverse needs, strengths and challenges of our constituency and therefore help inform our programs, messages, fundraising and outreach efforts.

B. Community Leadership Corps—Building Regional Partnerships

NAPWA will establish strong regional partnerships to support the development of a *Community Leadership Corps*. Corps leaders will be local advocates who already serve their communities and have the ability to inspire and motivate others and promote collaboration among diverse people. Corps members will work together to reduce stigma, respond rapidly to issues of national and local concern and advance policies and programs in their own communities that are reflective of and attentive to people living with HIV / AIDS. NAPWA also will work with its partners to expand the number of regional meetings.

C. Expanded Reach – Building a Stronger Advocacy Movement for the Future

NAPWA will build its own visibility as the proud and representative voice of people living with HIV / AIDS. Ever a grassroots organization, NAPWA will continue to strive to accurately represent and unite the million-plus people living with HIV / AIDS in the U.S. Additionally, NAPWA will redouble efforts to build a sustainable membership base of people living with HIV / AIDS and our allies who know NAPWA as a champion for lives of value, dignity and respect. We will also expand our reach as a trustworthy source of support and information, and as an organization committed to developing leaders' skills.



“We have come a long way since Ronald Reagan reluctantly recognized the reality of AIDS in 1987. But remember: the first AIDS case was made public in 1981 – it took the President six long years to even mention the word.

Those were costly years. Half of the 60,000 AIDS cases reported by 1986 resulted in death. Half.

The lesson? We cannot afford to waste any time in this critical fight.”

Judith Billings (Puyallup, WA)
Member, Board of Trustees

Conclusion:

The movement has made great strides since the epidemic took hold. Yet it is not the disease that defines us, it is our response to the challenges – those past and still to come – that characterizes our work. NAPWA’s commitment to self-determination, accountability and social justice informs our strategic vision and will continue to guide us as we fight for enhanced public health, sound public policy and full human rights for people living with HIV / AIDS.

NAPWA Board of Trustees

Officers

David Munar, Chair
Michelle Lopez, Vice Chair
Errol Chin Loy, Treasurer
Darryl Wong, Secretary
Alberto Santana, Member-At-Large (1)
Kathie Hiers, Member-At-Large (2)
Judith Billings, Esq., Former Board Chair

Trustees

Dr. Anton Bizzell, MD
Larry Bryant
Jack James Carrel
Dr. Goulda Downer, Ph.D
Tommy Chesbro
Mary Hess
Tim Hillard
Regan Hofmann
Dr. David Holtgrave, Ph.D
Joseph Interrante, Ph.D
John McGuirk
Miguel Miranda
Anthony Polimeni
Dr. Calix Ramos, DMD
Vallerie Wagner, M.S.
Deborah Wafer, RNP, PA

Staff

Frank J. Oldham, Jr. President and CEO

Stephen Bailous, Vice President for Community Affairs
Steve Havenner, Director for Grants Administration and Planning
Angelo James, Executive Assistant to the President and CEO
Vanessa Johnson, JD, Executive Vice President
Steve Kilkelly, Senior Program Manager
Thomas Kujawski, Vice President for Development
Matthew Lesieur, Director of Public Policy
Kali Lindsey, Vice President for Federal Government Affairs
Thomas Masters, Membership Manger
Juan Quinonez, Program Coordinator
William Seagroves, Vice President for Operations and CFO



National Association of People with AIDS

8401 Colesville Road, Suite 505
Silver Spring, MD 20910
240-247-0880 (phone)
240-247-0574
www.napwa.org