

Southern Arizona AIDS Foundation
Strategic Plan 2015-2017
"Opportunity Favors the Prepared"

We envision a healthy community, free of stigma.



SOUTHERN ARIZONA AIDS FOUNDATION

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GOAL I: EXPAND THE SCOPE OF SERVICE BOTH PROGRAMMATICALLY AND GEOGRAPHICALLY.

Goal I: Objective A: Further integrate Care and Prevention services.

Measurement:

Action Steps and Timeline:

1. Develop plan for integration among managers by June 2015.
2. Educate staff from each department on the services and programs provided in fellow departments, beginning August 2015 and regularly thereafter.
3. Provide cross training on service delivery within 30 days of educational sessions.
4. Provide opportunities for observation & shadowing within 60 days of educational sessions.
5. Schedule staff to perform duties in other areas (case management, testing, CEP/outreach, support services, treatment adherence, support groups) within 6 months of educational sessions.

Responsibility: Director of Programs, Associate Directors, Program Managers, and Director of Human Resources.

Resources Needed: Staff time and coordination.

Goal I: Objective B: Build LGBTQ department/service division.

Measurement:

Action Steps and Timeline:

1. September 2015: Conduct needs assessment with LGBTQ community to determine service needs. (Depending on needs identified, continue with further actions steps.)
2. February 2015 - September 2015. Assess and build agency capacity, relevancy, and competency. Ongoing thereafter.
3. June 2015 - Sept 2015: Develop and determine department structure and which services go into which division.
4. September 2015: Identify sources of funding for new and existing services. Ongoing thereafter.

Responsibility: Director of Programs, Associate Directors, Program Managers, Grants Coordinator, and Director of Human Resources, Consultant?

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Resources Needed: Staff time and coordination, funding for possible consultant, and consultant.

Goal I: Objective C: Expand testing services to include full STI panel.

Measurement:

Action Steps and Timeline:

1. May 2015: Research licensure, certifications, state laws, etc. required to conduct STI screenings.
2. March - July 2015: Research & identify technology needed, facilities required, etc.
3. March - July 2015: Identify lab needs (state/CDD).
4. March 2016: Build capacity of staff (phlebotomy, sample handling, data entry, shipping, etc.).
5. June 2015: Develop third party billing, sliding scale structure, and other payment options.
6. July 2015: Identify grants for free testing (uninsured). Ongoing thereafter.
7. January 2016: Develop P&P for program, referrals, linkages, treatment, etc.)
8. March 2016: Implementation

Responsibility: QA and Testing Coordinator, Associate Director of Prevention, Director of Programs

Resources Needed: Staff time and coordination, billing system, training.

Goal I: Objective D: Expand availability of multi-lingual services.

Measurement:

Action Steps and Timeline:

1. March 2015: Set up meeting with Director of HR to discuss procedures for posting Bilingual positions.
2. June 2015: Determine need of bilingual staff based on # of clients requiring bilingual services. Ongoing thereafter.

Responsibility: Director of Programs, Associate Directors, and Director of HR

Resources Needed: Multi-lingual staff hiring policy. Language training for current staff, particularly in technical language related to SAAF's core business.

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Goal I: Objective E: Expand services and programs outside Pima County.

Measurement:

Action Steps and Timeline:

Responsibility:

Resources Needed:

Goal I: Objective F: Syringe access for hormone injections to serve trans population.

Measurement:

Action Steps and Timeline:

1. Completed: Research syringe and works needs for hormone injections.
2. January 2015: Research pricing for syringes and works needed. Ongoing thereafter.
3. July 2015: Conduct informal needs assessment (via estimates from community partners, SAAF Care Services staff, MSHAPE participants, Wingspan programs, etc.) to garner the number of trans identified individuals in community needing access to syringes.
4. July 2015: Secure funding through grants and alternate sources. Ongoing thereafter.
5. September 2015: Research and create comprehensive up-to-date list of providers providing transgender specific services in Tucson. Ongoing thereafter.
6. December 2015: Create training for volunteers and support staff on distribution of appropriate works.
7. January 2016: Provide training to volunteers and support staff.
8. January 2016: Revise SAP registration form, tracking sheet, and database to collect data specific to trans SAP activities.
9. January 2016: Purchase syringes and works.
10. January 2016: Distribute information to community partners about new services.
11. February 2016: Distribute syringes and works and provide referrals/ resources as needed.

Responsibility: Associate Director of Adult Prevention; Associate Director of Youth Prevention, Associate Director of Care Services, Grants Coordinator, Director of Programs, QA and Testing Coordinator, SAP Volunteer.

Resources Needed: Staff time and coordination, funding/grants, Intern.

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Goal I: Objective G: Increase outreach to border/ undocumented populations.

Measurement:

Action Steps and Timeline:

1. July 2015: Organizational outreach by Care staff to promote SAAF and our programs. (Cochise, Santa Cruz Counties).
2. September 2015: Connect with Health Care settings/Groups to set up resource and referral processes, provide education, and create safe spaces. Ongoing thereafter.
3. July 2015: Increase visibility through participation in community health fairs, etc. Ongoing thereafter.

Responsibility: Associate Directors, SEAZ case managers, prevention staff.

Resources Needed: Staff time and coordination.

Goal I: Objective H: Housing for non-positives [homeless LGBTQ, high-risk negatives].

Measurement:

Action Steps and Timeline:

1. Completed: Ongoing participating in TPCCH, board and committees.
2. July 2015: Researching opportunities to partner with builders, building housing. Ongoing thereafter.
3. December 2015: Research on creating more housing opportunities, affordable housing, and low-cost housing.
4. January 2015: Collaborate with other community organizations that do not focus on PLWHA and partner on grant opportunities.
5. Research funding opportunities that are not specific to PLWHA.
6. Write grants to funding sources as opportunities arise.

Responsibility: Director of Programs, Executive Director, Associate Director of Care Services, Property Manager, Grants Coordinator.

Resources Needed: Staff time and coordination, community partnerships.

Goal I: Objective I: Increase client services offered by SAAF to close service gaps.

Measurement:

Action Steps and Timeline:

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1. July 2015: Identify current needs of clients through focus groups, case management interviews, and collaborator feedback.
2. September 2015: Develop resource inventory of current availability of services through SAAF and other collaborators. Ongoing thereafter.
3. December 2015: Determine Service gaps and prioritize based on level of severity and/or # of people in need.

Responsibility: Director of Programs, Associate Directors, Program Managers, and Manager of Case Management.

Resources Needed: Staff time and coordination, collaborator participation, ad-hoc committee.

Goal I: Objective J: Having more storage and ability to purchase new items/household items.

Measurement:

Action Steps and Timeline:

1. July 2015: Identify current inventory of household items available, purging and/or disposing of unusable items.
2. July 2015: Create a budget and supply list to determine funding needs. Ongoing thereafter.
3. January 2016: Seek funding and/or a storage place for household items.
4. February 2016: Build out Stone Ave. storage area to include roof.
5. February 2016: Develop procedures for acquisition, storage, and delivering of items for clients.

Responsibility: Support Services Manager, Grants Coordinator, Property Manager, Maintenance Personnel, Associate Director of Care, and Director of Programs.

Resources Needed: Staff time and coordination, funding, permits if needed.

Goal I: Objective K: Provide Transportation services to clients using staff owned vehicles.

Measurement:

Action Steps and Timeline:

1. July 2015: Identify level of need for transportation services (what is the gap) for medical, behavioral, other health, social services.
2. July 2015-September 2015: Research liability/insurance implications.
3. September 2015: Identify how to pay for increase in insurance premium.

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4. September 2015: Develop a budget amendment for increased travel costs/mileage reimbursement
5. October 2015: Develop P&P for services including staff responsibility, type of transportation, etc.

Responsibility: Associate Director of Care Services, Director of HR, Director of Finance, Director of Programs, and Manager of Case Management.

Resources Needed: Staff time and coordination.

Goal I: Objective L: Provide education and linkage to PrEP.

Measurement:

Action Steps and Timeline:

1. July 2015: Increase knowledge of PrEP and resources for all staff.
2. July 2015-September 2015: Connect with local providers to determine who is doing PrEP and their guidelines.
3. October 2015: Develop informational brochure with local resources.
4. November 2015: Provide information and referral to clients.

Responsibility: Associate Director of Prevention, Director of Programs.

Resources Needed: Staff time and coordination, training resources, collaborator systems.

Goal I: Objective M: Restore the Anti-Violence Project to beyond the level of service it accomplished prior to the merger.

Measurement:

Action Steps and Timeline:

1. January 2015: Conduct community outreach.
2. January 2015: Seek out private donors. Ongoing thereafter.
3. February 2015: Rebuild volunteer program by updating volunteer training curriculum.
4. April 2015: Provide training for AVP volunteer advocates. Biannually thereafter.
5. June 2015-December 2015: Create case manager intern program, develop and provide training.
6. June 2015: Expand the menu of services offered by the AVP program.

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Responsibility: Director of Programs, Associate Director of Care Services, Grants Coordinator, Development Staff, and AVP Staff & Volunteers.

Resources Needed: Staff time and coordination, additional funding and volunteers.

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GOAL II: ASSURE THE HIGHEST QUALITY PROGRAMS AND SERVICES TO CLIENTS.

Goal II: Objective A: Assure quality delivery of client-centered care services.

Measurement:

- a) Client satisfaction as measured in surveys. (Need to establish baseline.)
- b) % Errors in assessments.
- c) % Consistency in charts and records.
- d) Staff skill assessment rating.
- e) Provide ongoing staff training on QM specific issues regarding deficiencies and/or policy and procedure.

Action Steps and Timeline for a) Client satisfaction as measured in surveys.

Starting in January 2015 and quarterly meetings thereafter:

- a)1. Develop consistent policies and procedures.
- a)2. Identify baseline from building core structure survey to provide to client/participants.
- a)3. Revisit outcomes from survey and discuss in next quarterly committee meeting.

Responsibility: QA Committee (new committee with staff input).

Resources Needed: Care Services Administrative Coordinator, Program Managers, QA Committee Members.

Action Steps and Timeline for b) % Errors in assessments:

- b)1. January 2015: Implement and refine Assessment Tracking Tool.
- b)2. Beginning February 2015: QA Team to track percentage of errors/concerns in assessments using tracking tool.
- b)3. Report statistics to Supervisors to include in 1:1 supervision meetings.
- b)4. Provide training to specific errors or identified patterns of inconsistency.
- b)5. Develop consistent, supportive supervision.
- b)6. May 2015: Revisit outcomes.

Responsibility: Associate Director of Care Services, Manager of Case Management Services, Care Services Administrative Coordinator, QA Specialist, Case Managers.

Resources Needed: QA Assessment Tracking Tool, Time allotment for training.

Action Steps and Timeline for c) % Consistency in charts and records:

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- c)1. Beginning February 2015: QA Team to track percentage of consistency in assessments using tracking tool.
- c)2. Hard chart review of all case management caseloads to be recorded using assessment tracking tool.
- c)3. Report statistics to Supervisors to include in 1\1 supervision meetings.
- c)4. Continuous, expansive training.
- c)5. May 2015: Revisit outcomes.

Action Steps for d) Staff assessment rating:

- d)1. March 2015: Build assessment tool to provide baseline of required skills needed to provide case management services.

Responsibility: Director of Program Services, Associate Director of Care Service, Manager of Case Management Services, Care Services Administrative Coordinator, QA Specialist, Case Managers.

Resources Needed: Time allotment to build assessment structure.

Action Steps for e) Provide ongoing staff training on QM specific issues regarding deficiencies and/or policy and procedure.

- e)1. Ongoing and Consistent: Review new and existing processes to develop training programs to be presented to department staff.

Responsibility: Care Services Administrative Coordinator, QA Specialist, Agency Quality Management Staff

Resources Needed: All tools managed by Quality Management team.

Goal II: Objective B: Increase the number and quality of staff education & training.

Measurement:

Action Steps and Timeline:

1. Coordinate with HIV Update providers to have organized HIV Updates on topics that complement and build off each other.
2. Create internal trainings on topics relevant to staff work if they are unavailable in the community.
3. Work with partners to train staff.
4. Implement strength-based case management training for staff.

Responsibility: Director of Programs, Associate Directors.

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Resources Needed: Training Curricula.

Goal II: Objective C: Purchase a maintenance truck(s).

Measurement: Truck purchased.

Action Steps and Timeline:

1. Identify vehicle and budget.
2. Raise needed funds.
3. Purchase vehicle and insurance.
4. Establish policies and procedures for usage.

Responsibility: Property Manager, Director of Programs, Executive Director, Director of Finance, Director of HR

Resources Needed: Personnel, funding.

Goal II: Objective D: Collaborate with Health & Wellness Organizations to create a "one stop shop" experience for clients.

Measurement:

- a) Increase services available for our clients: One Stop Shop: Medical Health (PCHD, EL Rio) Behavioral health (CODAC, COPE).
- b) Increase outreach to different populations; new clients coming to SAAF.

Action Steps and Timeline:

1. September 2015: Determine and prioritize the best candidates for collaboration and co-location (PCHD, EL Rio, CODAC, COPE) based on mutual benefit for clients of both organizations and funding opportunities.
2. TIMELINE: Establish and/or build upon relationships to culminate in MOU or contract for collaboration and co-location.

Responsibility: Director of Programs, Associate Directors of Youth and Adult Prevention Services.

Resources Needed: Staff time and coordination.

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GOAL III: EXPAND ORGANIZATIONAL IDENTITY BEYOND HIV/AIDS.

Goal III: Objective A: Reorganize SAAF to reflect expansion of scope, i.e. HIV/AIDS division, Health/Wellness division, and LGBTQ division.

Measurement:

- a) LGBTQ Community Needs Assessment Completed

Action Steps and Timeline:

- 1. Conduct an LGBTQ community needs assessment.
- 2. Research the creation of an LGBTQ Cultural/Community Center.

Responsibility: SAAF Leadership Team and Board of Directors.

Resources Needed:

Goal III: Objective B: Brand the organization to match expansion of scope.

Measurement:

Action Steps and Timeline:

- 1. Do we need a name change?

Responsibility: SAAF Leadership Team and Board of Directors.

Resources Needed:

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GOAL IV: GROW AND DIVERSIFY REVENUE.

Goal IV: Objective A: Expand Buyer's Club to include online sales.

Measurement:

- a) Program launch by June 2015.

Action Steps and Timeline:

- 1. **June 2015:** Research and develop a business plan.

Responsibility:

Resources Needed:

Goal IV: Objective B: Develop a restaurant and catering business that will generate income and serve as a job training program for SAAF clients.

Measurement:

- a) Café launched.

Action Steps and Timeline:

- 1. September 2015: Develop a business vision and plan.
- 2. January 2016: Conduct a capital campaign feasibility study.
- 3. March 2016-December 2016: Conduct a capital campaign.
- 4. January 2016-June 2016: Identify locations.
- 5. July 2016-September 2016: Purchase building.
- 6. Architectural plans, licensing, inspections.
- 7. Build or remodel building; purchase equipment.
- 8. 2017: Occupancy/grand opening.

Responsibility: Board of Directors, Leadership Team, and Food for Life Coordinator

Resources Needed: Personnel, consultants, budget

Goal IV: Objective C: Create a fee-for-service capacity building and training program based on prevention education expertise.

Measurement:

Action Steps and Timeline:

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Resources Needed:

Goal IV: Objective D: Build a strong culture of philanthropy at SAAF.

Measurement:

- a) 100% Board Giving and Participation in Fund Development Activities.
- b) 100% Staff Giving and Participation in Fund Development Activities.

Action Steps and Timeline:

1. Educate internal stakeholders re: development function and role of philanthropy.
2. Engage and involve internal stakeholders in development activities: donor meetings, events, thank you cards and letters, etc.
3. Celebrate accomplishments and contributions of internal stakeholders.
4. Value development staff and activities by investing time and resources (technology, facilities, incentives and raises).

Responsibility: Board of Directors, Executive Director, and Development Director

Resources Needed:

Goal IV: Objective E: Build major gifts program and prepare for Endowment/ Capital Campaign by strengthening the capacity of the fund development program.

Measurement:

- a) Increase # Donors giving \$1,000+ to XX.
- b) Increase number of individual donors to XX
- c) Increase # of legacy commitments to XX.
- d) Increase donor retention rate to XX%.
- e) Involve board, leadership staff in XX% of donor visits.

Action Steps and Timeline:

1. Strengthen Case for support
2. Strengthen Volunteer leadership in fundraising
3. Donor pool and readiness to give big gifts
4. Strengthen Infrastructure and resources
5. Strengthen Reputation

Responsibility: Board of Directors, Executive Director, and Development Director

Resources Needed:

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Goal IV: Objective F: Acquire new fundraising software and hardware.

Measurement:

Action Steps and Timeline:

1. Establish case for new fundraising software and hardware.
2. Set budget and identify funding (graduated cost).
3. Research and select software options that meet all needs.
4. Two-Year Integration Plan.

Responsibility: Development Director

Resources Needed: Budget

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GOAL V: BUILD AND SUSTAIN AN ENGAGED, INSPIRED BOARD.

Goal V: Objective A: Participate at the highest level

Measurement:

- a) Maintain an average board tenure of X years.
- b) Maintain an attendance rate of 80% at board meetings
- c) Board members contribute XXX hours of volunteer time per year.
- d) 100% of board members serve on at least one committee.
- e) Maintain an attendance rate of 80% at committee meetings
- f) Board remains 90% filled with members who contribute the needed skills, attributes, etc.

Action Steps and Timeline:

- 1. Track measurable outcomes and report on them at each board meeting.
- 2. Hold one fellow board members accountable to the metrics.

Responsibility:

Resources Needed:

Goal V: Objective B: Engage in Fund Development

Measurement:

- a) 100% of board members contribute financially to SAAF.
- b) 100% of board members participate in fund development activities: event attendance, bringing guests to events, introducing potential donors to SAAF, and participating in solicitation and cultivation meetings.

Action Steps and Timeline:

- 1. Consider a minimum board gift, give-get policy or something similar.

Responsibility: Fund Development Committee

Resources Needed:

Goal V: Objective C: Improve board performance.

Measurement:

- a) 100% of board members attend volunteer orientation.
- b) Each board committee has a work plan based on the strategic plan, with measurable objectives.

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Action Steps and Timeline:

1. By December 2015: Require each board member to attend the next available volunteer orientation, and continue the practice by requiring new members to attend as soon as they are accepted onto the board.
2. Submit to the board for review by April 2015: Require each committee to establish a work plan based on the strategic plan.
3. June 2015: Review the board committee structure and redesign as needed.
4. April 2015: Create a Board Education/Engagement Committee, recruit a chair and members, and write a charter.
5. April 2015: Design board agendas to incorporate more strategic discussion, less reporting. Discussion of BIG IDEAS.
6. Start by June 2015: On alternate months from board meetings, have board members host a happy hour or do a service project for SAAF.

Responsibility: Board Chair, Nominating Chair, and Executive Director

Resources Needed: Volunteer orientation schedule. Completed strategic plan; work plan format.

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GOAL VI: ENSURE THE STRENGTH AND RESILIENCE OF SAAF.

Goal VI: Objective A: Tighten and reinforce existing programs and systems through rigorous quality assurance and evaluation.

Measurement:

- a) Written, approved and implemented plan.

Action Steps and Timeline:

- 1. **December 2015:** Develop an agency-wide quality assurance and compliance plan.

Responsibility: HR Director

Resources Needed: Dept. Directors, Mariano, Beverly, Alethea

Goal V: Objective B: Manage human resources to ensure a vibrant, resilient and effective employee base.

Measurement:

- a) Increased employee satisfaction and retention.
- b) Implementation of new evaluation process.
- c) Plan implemented.

Action Steps and Timeline:

- 1. April 2015, April 2016: Design and disseminate survey and evaluate results.
- 2. January 2016: Continue with Board HR professional consultation around new evaluation tool.
- 3. June 2017: Develop leadership succession system/plan.

Responsibility: Director of HR, Executive Director, and Leadership Team

Resources Needed: Research, Time, HR specialist board member

Goal V: Objective C: Manage change effectively.

Measurement:

- a) Change management plan in place.

Action Steps and Timeline:

- 1. **September 2015:** Develop and implement a change management plan.

Responsibility: Executive Director, Director of HR

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Resources Needed: Research, Time

Goal V: Objective D: Ensure adequate facilities and storage.

Measurement:

a) **Renovations completed.**

Action Steps and Timeline:

1. Complete Euclid renovations.
2. December 2016: Go paperless!

Responsibility: Executive Director, Director of HR, IT.

Resources Needed: Funding, materials, Software, Server Space.