



Strategic Plan

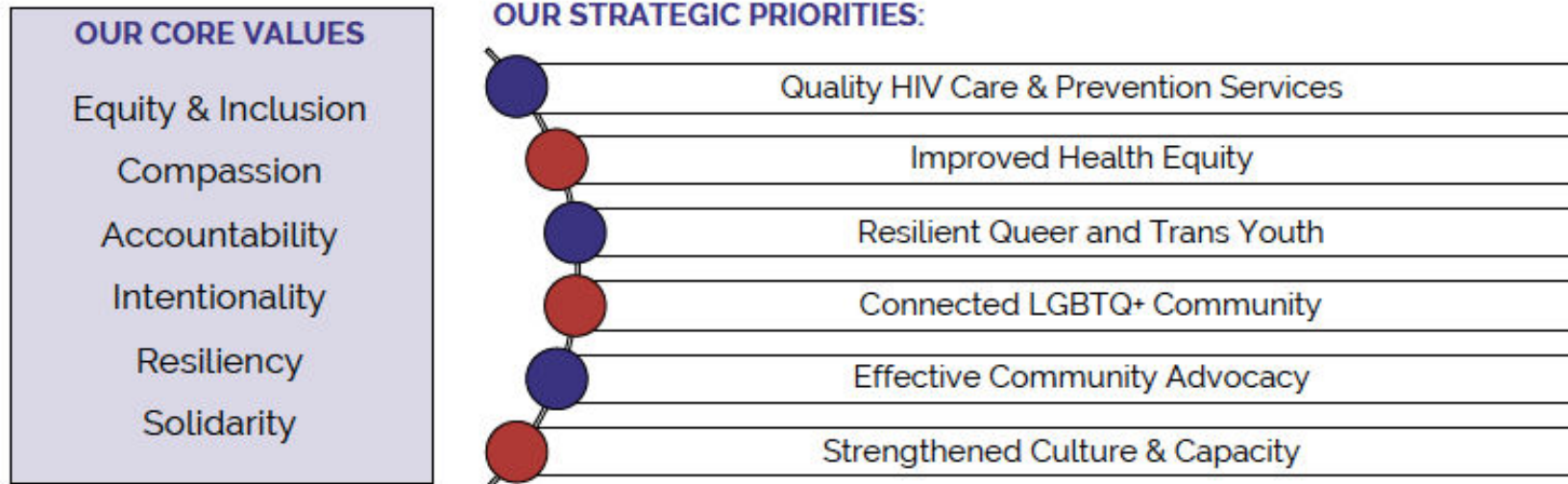
2021 – 2025

Final 5.4.21

STRATEGIC MAP 2021 - 2025

OUR MISSION: To promote health, well-being and social justice for those living with HIV, LGBTQ+ individuals, and communities marginalized by society.

OUR VISION: A healthy, equitable, stigma-free community for all.



OUR GOALS:

- 1) Ensure people living with or at-risk for HIV in our community receive compassionate professional care and prevention services.
- 2) Promote health equity by providing inclusive, affirming and accessible behavioral, medical, and prevention services.
- 3) Empower BIPOC, queer, trans & gender-nonconforming youth to build resiliency.
- 4) Cultivate stronger LGBTQ+ communities through greater solidarity, collaboration and racial equity.
- 5) Engage in intentional, community-wide advocacy as a tool for systemic change.
- 6) Develop SAAF's internal culture and capacity to best support staff success.

Letter from the CEO & Board President

May 1, 2021

From the advocacy and support provided by the founding organizations since the start of the HIV/AIDS crisis and SAAF's official founding nearly 25 years ago, to the merger with Wingspan and construction of the Thornhill Lopez Center on 4th to support youth, SAAF has strived to meet the needs of our community so that those living with HIV, LGBTQ+ individuals, and communities marginalized by society thrive.

As our community grows and needs change, SAAF will continue to grow and evolve to meet our community's needs. In our SAAF 2021-2025 Strategic Plan we intentionally envisioned a bold, ambitious, and meaningful future for SAAF and, most importantly, for the people of Southern Arizona.

SAAF is ready to step up so our community continues to thrive.

In our strategic plan, we aim to both enhance our current services as well as meet our community's new challenges. Through strategic priorities that address the evolving needs of those living with HIV and those who identify as LGBTQ+, particularly LGBTQ+ identifying youth, we are committed to leading our community's response to best ensure the health, equity and well-being of our community.

Through strategic priorities that expand programs and services including the addition of primary care and PrEP clinical services, more programs for Queer people and families and trans and gender nonconforming members of our community, and active advocacy efforts that strive for systemic change, SAAF will meet the challenges of today and tomorrow.

We hope you are as excited as we are about the future of SAAF and the future of our community. With your help and support of SAAF's work ahead, together we will make a positive difference in the lives of so many here in Southern Arizona.

Fred Ronstadt,
SAAF Board President

Ravi Grivois-Shah, MD MPH MBA,
SAAF Chief Executive Officer

As the community evolves, so does SAAF

In 1985, a few concerned citizens decided to make a difference in the Tucson community's response to HIV & AIDS. They formed the Tucson AIDS Project (TAP), followed shortly by the Shanti Foundation. In 1987, a group of people living with HIV/AIDS incorporated their grassroots advocacy efforts into the People with AIDS Coalition of Tucson, PACT for Life.

Working in concert, the three agencies created an array of services for people infected with and affected by HIV/AIDS, meeting basic needs as well as more sophisticated ones, while simultaneously providing information and skill-building programs to help others prevent further infection.

In 1997, again responding to the needs of their clients and community, PACT, Shanti, and TAP merged under the name Southern Arizona AIDS Foundation (SAAF) creating one of the largest nonprofit consolidations in the history of Pima County. SAAF continues the traditions of PACT, Shanti, and TAP, providing direct services and programs in safe, supportive environments that enhance the quality of life for those living with and affected by HIV/AIDS; assisting people in avoiding HIV infection; and empowering people to lead healthy, productive lives. At the heart of our mission is the conviction that people living with HIV/AIDS have the right to determine what services they require and that stigma is a problem affecting us all.

In 2014, recognizing the community need for continued services to strengthen and empower members of the LGBTQ+ community, SAAF took over several initiatives from Wingspan, formerly southern Arizona's lesbian, gay, bisexual, transgender, and queer (LGBTQ) community center. This broadened SAAF's

scope of services to include the Eon Youth Lounge & Anti-Violence Programs and prompted a change in SAAF's mission to more accurately reflect an expanded reach.

In 2015, SAAF celebrated 30 years of providing services and continues to be the only community-based organization in southern Arizona providing case management and ancillary support services for people living with HIV/AIDS and their families; culturally appropriate prevention and education programs to reduce the rate of infection; & LGBTQ+ community outreach & engagement.

After a successful community campaign raised nearly \$3M to purchase and renovate space dedicated just for LGBTQ+ youth, SAAF opened the Thornhill Lopez Center on 4th (TLC4) in 2019. TLC4 offers LGBTQ+ and allied youth ages 13-24 access to a variety of services in an inclusive and affirming atmosphere to support their health and well-being.

In 2021, SAAF, identifying an unmet community need, joined with community partner Old Pueblo Community Services to establish Southern Arizona's first ever LGBTQ+ affirming crisis transitional housing program for youth. Bread and Roses offers a safe, inclusive, and affirming space for LGBTQ+ youth, ages 18 to 24. The program aims to provide these youth the support needed at every step, so they can permanently leave the streets, secure stable housing, and build self-sufficient, fulfilling lives.

SAAF hired Dr. Ravi Grivois-Shah as the 3rd Executive Director/CEO in the organization's history in 2020. Early in his tenure, SAAF embarked on a comprehensive strategic planning process, seeking broad community stakeholder input to inform the next stage in the organization's growth and development.

Strategic Planning Process Overview

The strategic planning process that culminated in this plan began in September of 2020. SAAF leadership identified the need for a thorough process that engaged diverse community stakeholders and ultimately issued an RFP for an organizational development specialist with a strong commitment to DEI and experience with nonprofit strategic planning. After careful review, the Tucson-based firm Alexander|Carrillo Consulting was selected to lead the process. The principal consultant Jenny Carrillo was supported by local IDEA consultants, John-Peter Wilhite and Julie Ragland, to ensure the process was thoughtfully designed to be inclusive and equitable.

The planning process began in earnest in November of 2020. A Working Group comprised of staff leadership, board members, program staff and clients was established to ensure a diversity of perspectives would be included. The Working Group identified key community stakeholders to engage in the process through interviews and focus groups. Nine focus groups (74 total) and 27 interviews with staff, board, clients, youth, elected officials, medical providers, nonprofit leaders, community partners and funders were completed between November 17th, 2020 and January 15, 2021.

The members of the Working Group convened for a total of 18 hours over two retreats in January and March, 2021. Grounded in the principles of inclusion, diversity, equity and accessibility (IDEA), the Working Group thoughtfully established Guiding Principles to inform their discussion and decision making processes, and proceeded to articulate clear values, vision and mission for SAAF. The group prepared for each retreat by reading background materials that summarized the stakeholder input and other data collected to inform thoughtful decision making. Guest speakers from other agencies shared their experiences and answered questions from the group.

Key elements of the proposed strategic plan (Values, Vision, Mission, Strategic Priorities, Goals and Measurable Objectives) were presented to the SAAF board and the plan was adopted at their April 2021 meeting. SAAF leadership continues to work together to operationalize and implement the strategic plan, measure and report progress, and uphold the values and principles that ground the organization's core and enduring purpose: to ensure that people often stigmatized by our community thrive.



Mission

To promote health, well-being and social justice for those living with HIV, LGBTQ+ individuals, and communities marginalized by society.

Vision

A healthy, equitable, stigma-free community for all.

Core Purpose

To ensure that the most stigmatized people in our community thrive.

Values

Equity and Inclusion

- Center the voices of the most marginalized
- Provide a safe and judgment free space for all populations, especially those who face stigma
- Develop staff and board that are representative of the lived experiences of our diverse community

Compassion

- Provide caring, affirming, quality services to our participants
- Treat each and every person with dignity and respect
- Recognize that folx may be unable or unwilling to change risky behaviors; therefore we follow the harm reduction model

Accountability

- Acknowledge harm we have caused and commit to a plan for improvement
- Honor a culture of constructive feedback
- Promote transparency both within the agency and in the community

Intentionality

- Seek direction from the people and communities we serve
- Act mindfully and in alignment with the community's needs
- Believe that just because we can do it, doesn't mean we should do it

Resiliency

- Support all people in living a healthy life free of stigma, no matter where they are at in their journey
- Provide services according to best practice, even in the face of adversity
- Stand together, because we are stronger together than apart

Solidarity

- Seek out and collaborate with community groups and organizations
- Provide a voice for the populations we serve and amplify the voices already active in the community
- Recognize and support family in all its forms

Philosophies of Service

Client Centered

SAAF clients are the experts in their own lives, and know what is best for themselves. We get to know clients as an individual person and actively involve them in all care related decisions. We believe in providing them with support to make informed decisions for themselves around the care they receive, placing each client at the heart of their care.

Housing First

We seek to advance the idea that housing is a fundamental human right. To ensure equity and housing justice, SAAF follows a low-barrier, low-demand Housing First Approach. We believe that in order to improve outcomes for health, access to and follow through with behavioral health and substance use supports, and to build job and income security, clients must first be given equitable access to safe and stable housing.

Trauma Informed

We understand and consider the pervasive nature of trauma and actively promote environments that provide safety, choice, collaboration, trustworthiness and empowerment for our clients, staff, volunteers and other stakeholders. We recognize the signs and symptoms of trauma in clients, families, staff and others and respond by fully integrating knowledge about trauma into policies, procedures and practices in order to actively resist re-traumatization.

Harm Reduction

Instead of judging, shaming, or punishing a person for risky behaviors, we believe in compassion and acceptance. SAAF focuses on positive change. We view change as a process and aim to educate clients about risks and help them develop strategies to reduce them. We meet our clients where they are at and don't require abstinence to receive services.

People First

People are not defined by their status or condition. We see each individual as more than a status, diagnosis, or condition.

Strategic Priorities, Goals and Measurable Objectives

2021-2025

Quality HIV Care and Prevention Services

HIV care services, housing and prevention are at the heart of SAAF's history and mission. SAAF has served the Southern Arizona community for more than 35 years, providing comprehensive care services to meet the needs of people living with HIV/AIDS and delivering evidence-based prevention programs to reach at-risk populations. SAAF will continue to be the go-to resource for people living with and affected by HIV in Southern Arizona and in communities throughout the state.

Goal 1

Ensure people living with or at-risk for HIV in our community receive compassionate, professional care and prevention services.

Objectives

- a. Increase the percentage of HIV+ people in our community who are in care;
- b. Increase percentage of clients with housing stability;
- c. Increase the percentage of SAAF clients with undetectable HIV viral loads;
- d. Demonstrate that clients feel respected, responded to and cared for;
- e. Reduce HIV transmission rates, and ensure people at risk are on PrEP, if indicated.

Improved Health Equity

SAAF recognizes that LGBTQ+ individuals and other people often marginalized by society struggle to find affirming and accessible health care services. Following a national trend among AIDS Service Organizations and LGBTQ+ Community Centers, SAAF will improve health equity by offering medical services in a safe and supportive clinical setting.

Goal 2

Promote health equity by providing inclusive, affirming and accessible behavioral, medical, and prevention services.

Objectives

- a) Launch clinic to provide medical prevention, treatment and prescription services:
 - i. Increase patients served each year;
 - ii. Ensure that services are affordable and accessible;
 - iii. Ensure that services are promoted to and utilized by LGBTQ+ members of our community, especially those with intersectionality of poverty, homelessness, race, immigration status, and other factors;
- b) Clinical services are financially self-sustaining after 3 years and contributing income to support under-funded SAAF programs and services after 5 years;
- c) Expand clinical operations annually and consider FQHC look-alike status after 5 years.

Resilient Queer & Trans Youth

Queer youth, particularly those who are unhoused, trans/GNC and/or BIPOC, are among the most marginalized and at-risk in our community. SAAF is committed to fulfilling the promise of the Thornhill Lopez Center on 4th as a safe, welcoming place for LGBTQ+ and allied youth, and expanding programming sustained by social justice practices to reach young people across Southern Arizona.

Goal 3

Empower BIPOC, queer, trans & gender-nonconforming youth to build resiliency.

Objectives

- a) Increase ability to provide housing for unhoused youth;
- b) Ensure youth services are led and informed by those with lived experiences;
- c) Increase # of youth served by and at TLC4;
- d) Increase services for LGBTQ+ youth around the Tucson metropolitan region;
- e) Increase outreach through education in our schools and partnerships with other organizations.

Connected LGBTQ+ Community

When Wingspan closed in 2014, Tucson lost its LGBTQ+ community center, leaving our community without a centralized home for services and programming. SAAF is committed to ensuring that our LGBTQ+ community and the many organizations that serve its interests are stronger, supported and more connected.

Goal 4

Cultivate strong LGBTQ+ communities through greater solidarity, collaboration and racial equity.

Objectives

- a) Ensure strong and trusting relations and partnerships with members and organizations that serve the LGBTQ+ community;
- b) Identify opportunities to support the needs of LGBTQ+ seniors in partnership with other organizations;
- c) Identify opportunities to support the needs of LGBTQ+ adults in partnership with other organizations;
- d) Identify opportunities to support the needs of trans and GNC people in partnership with other organizations;
- e) Identify opportunities to support the needs of LGBTQ+ families in partnership with other organizations.
- f) Identify opportunities to support the needs of Black, Indigenous and People of Color (BIPOC) who are also members of our LGBTQ+ community.

Effective Community Advocacy

There is no justice without systemic change, and SAAF must use its brand, reach and credibility to advocate for policies that ensure equity for ALL marginalized communities. We will work in partnership with others engaged in advocacy at the local, state and national level to promote supportive policies or denounce adverse policies that impact the communities we serve.

Goal 5

Engage in intentional, community-wide advocacy as a tool for systemic change.

Objectives

- a) Develop and clearly communicate an advocacy platform of issues important to SAAF's core purpose;
- b) Convene and collaborate with others who share SAAF's values and advocacy priorities to advance policies that promote equity, justice and health;
- c) Actively advocate on legislation with local, state, and federal governments for issues that affect SAAF clients and community.

Strengthened Culture & Capacity

SAAF's staff and volunteers are the organization's single greatest asset. In order to achieve the ambitious strategic plan, we must focus on intentionally developing the internal organizational culture to ensure SAAF's workforce feels supported and have the tools for success. SAAF also seeks to model an inclusive, diverse and equitable work environment while ensuring our team is representative of the communities we serve.

Goal 6

Develop SAAF's internal culture and capacity to best support staff to be successful.

Objectives

- a) Increase perception that SAAF is the best place in our community to work;
- b) Improve recruitment and hiring practices to support a diverse workforce and diverse Board of Directors
- c) Ensure that on-boarding and on-going training develops staff ready to serve our communities;
- d) Invest in staff development through comprehensive IDEA and management training;
- e) Ensure SAAF's facilities and technologies support high quality and professional service.

Acknowledgements

SAAF's Strategic Plan for 2021-2025 is the culmination of the participation and engagement of many community stakeholders whose candid input, feedback, ideas and encouragement thoughtfully informed SAAF's strategic direction.

Special thanks to the following groups and individuals:

Strategic Planning Working Group:

Ravi Grivois-Shah, Luis Ortega, Tabitha Fox, Rich Clark, Travis Craddock, Kristen Godfrey, Alethea Do, Aisha Malik-Seabold, Gina Jackson, Fred Ronstadt*, Joe Trejo*, Mary Dorais*, Beth Franz*, Deanna Lewis*, Joel Isais*, David Elder* and Lee Urias.

Board of Directors

*[In addition to those indicated with * in the Working Group]*
Julie Weiland, Scott Koenig, Mo Moslem, Lauren Schroeder, Melissa Vito, Jamie Weinand and Juliet Yardy

Key Informant Interviewees

Carla Johnson, Andrea Verdin, Beth Morrison, Curtis Thornhill, Daniela Figeroa, Denée Jackson, Lavina Tomer, Ricardo Fernandez, Adam Ragan, Amy d'Arpino, Ashe Helm-Hernandez, Beth Meyerson, Chuck Peterson, David Brinkman, Nate Rhoton, Scott Blades, Natasha Nguyen, Russ Toomey, Jai Smith, Daniel Hernandez, Lane Santa Cruz, Matt Taylor, Adelita Grijalva, Andrés Cano, Jenitza Serrano-Feliciano, Sudha Nagalingam, Myra Muramoto, Anne Maley, Emily Rosenberg, Nina Trasoff

Focus Group Participants

Tucson High School GSA Members; EON Youth Advisory Council, Stephenson Place residents, Coping Skills Support Group participants, SAAF Admin, Program, Development and Finance Staff,

Critical Issue Panelists:

David Brinkman, DAP Health
Lorri Jean, Los Angeles LGBTQ Center
Tyler TerMeer, Cascade AIDS Project
Beth Morrison, Our Family Services
Maddy Bynes, Pima Council on Aging
Glen Spencer, Aunt Rita's Foundation

Consultants:

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Julie Ragland and John-Peter Wilhite, Ragland & Wilhite Consulting

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