

A VISION WORTH SHARING



2009-2011
STRATEGIC PLAN



WELL MANAGED,
SUSTAINABLE GROWTH

A Vision Worth Sharing

Over the past year, SAAF has embarked on a process to reflect back on our rich history of providing critical services and progressive programming to meet the needs and challenges in Southern Arizona for anyone living with, affected by, or at risk for HIV/AIDS. During this process, every staff member and Board member was empowered to envision SAAF's future by setting goals, objectives, and measurements to best address the HIV epidemic while serving the people of Southern Arizona in the most efficient, compassionate, and comprehensive way.

Today, we share our ambitions, goals and vision as we work towards providing care and services to people living with HIV/AIDS and eliminating new HIV infections in Southern Arizona. We look forward to your support as we move forward with SAAF's 2009-2011 Strategic Plan.

Warmly,



2009-2011 STRATEGIC PLAN

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Never doubt that a small group
of thoughtful, committed
citizens can change the world.
Indeed, it is the only thing
that ever has.

Margaret Mead

The Past, Present, and Future

The Past

In order to best serve clients and better utilize scarce resources, three Tucson-based AIDS service organizations, PACT for Life (People with AIDS Coalition of Tucson), Shanti Foundation (Shanti means “inner peace”) and Tucson AIDS Project (TAP), merged in 1997 to form the Southern Arizona AIDS Foundation. The success of this merger was the result of the ten years of experience each agency brought to the newly formed organization and the significant reduction in administrative costs.

The Present

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. SAAF assists people in avoiding HIV infection and empowers people to lead healthy, productive lives. SAAF continues to be recognized as the primary organization in Southern Arizona providing comprehensive case management and care services for people living with HIV/AIDS, and prevention services targeted to communities at increased risk for contracting HIV/AIDS.

Today, services available to clients include case management, peer counseling, mental health counseling, dental care, medications assistance, food programs (home-delivered meals, and a food pantry), housing, transportation, wellness and complementary therapies such as acupuncture and nutritional supplements, and more. Last year, SAAF served nearly 1,200 people living with HIV/AIDS and their families. In addition, SAAF offers seven prevention programs geared to targeted groups at increased risk for HIV infection. Trained volunteers and staff are also available to provide educational workshops. Our basic education workshop, HIV 101, is a part of SAAF’s orientation training that all volunteers and staff attend. HIV 101 is also presented at health fairs, schools, and community centers.

The Future: Advancing SAAF’s Mission During Challenging Times

Over the past year, SAAF has taken a strong look at the concerns and challenges experienced in 2008. From this, a very proactive approach has been taken in an effort to set a vision and realistic plan for well-managed and sustainable growth even during challenging times. We’re excited to be sharing the outcomes that have been developed.

Since January 2008, SAAF has been working on a [3-year strategic plan](#) that began on January 1, 2009 and will take us through December 31, 2011. This plan used a guiding principle: “well managed, sustainable growth” and the philosophy that **with challenges come opportunities**.

The strategic plan is a compilation of hard work and thoughtfulness as we look forward to the future in offering the best of programs and services to the people of Southern Arizona. SAAF is proud to share this plan with you.

The Strategy & Goals

Goal 1: Strategically expand scope of services to meet community needs inside and outside Pima County.

Currently SAAF's services have been primarily targeted to Pima County and the Greater Metropolitan Tucson area. We are committed to extending our reach to all of Southern Arizona by:

- providing services outside of the greater Tucson area,
- determining the feasibility of providing services to people affected by HIV co-factors,
- developing new methods of delivering services that are cost effective,
- developing new services to better serve clients in key areas, such as substance abuse, job development, property development, etc., and
- expanding services to underserved populations

Goal 2: Increase positive community awareness of SAAF and its mission.

SAAF acknowledges that our history in the community has made a great impact thanks to the foresight and leadership of so many volunteers in the early days of HIV/AIDS. The fight against HIV is much different today than it was in the early 1980's, but there is still much to be done. Prevention education and awareness is still the most cost-effective way to help reduce HIV infections. SAAF wants to organize a detailed and comprehensive plan to help spread the message that HIV can be prevented. Here's how:

- Conduct a community-wide Marketing/PR campaign.
- Brand SAAF through website, collateral material, etc.
- Use technology to expand outreach for Speaker's Bureau and general education.

Goal 3: Develop strategic alliances that strengthen SAAF and further its mission.

One of SAAF's greatest strengths has been collaboration. Before collaboration was the "buzz word", SAAF was practicing ways to run more efficiently and effectively to best serve clients and make access to services easier. This was done with a collaborative spirit,

The Strategy & Goals

thinking about collaborations and partnerships for the good of the community. We look forward to furthering these efforts by:

- exploring opportunities for alliances, acquisitions and mergers with smaller or similar organizations, and
- researching viable business partners to engage in for-profit (earned income) ventures.

Goal 4: Generate new funding and diversify current funding streams.

SAAF understands that public and private funding is not secure and can change without notice. As SAAF has grown, so has its diversification of funding. We believe that continuing to do this helps to provide stability, opportunities for growth and self-sufficiency that is good for the people served by SAAF's programs and services. We must be proactive and innovative in our approach to looking at new opportunities. The objectives of this goal are to:

- develop a for-profit (earned income) venture,
- prepare for a possible endowment/capital campaign,
- create a stronger planned giving program,
- look for funding opportunities in new communities where SAAF expands services and,
- look for funding opportunities for non-HIV issues.

Goal 5: Build organization's capacity and resources.

SAAF believes that the power of our work lies in our own resources. SAAF has long understood the need to provide efficient resources to improve capacity. These will need to be looked at even more closely given the challenges we are currently facing and the work we have envisioned for the next three years. Below are ways in which we can ensure that we stay true to our guiding principal of well-managed and sustainable growth:

- provide opportunities for staff training, development and personal enrichment,
- develop interdepartmental understanding,
- maintain a high level of employee satisfaction
- ensure adequate physical space for staffing and programs, and
- Continue to grow and develop a strong and diverse Board of Directors to support these efforts.

