



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 CORE VALUES

Equity & Inclusion

Compassion

Accountability

Intentionality

Resiliency

Solidarity

OUR STRATEGIC PRIORITIES:



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.

SAAF Strategic Plan 2021-2025

Strategic Priority	Goal	Measurable Objectives
I. Quality HIV Care & Prevention Services	Ensure people living with or at-risk for HIV in our community receive compassionate professional care and prevention services.	<ol style="list-style-type: none"> a. Increase the percentage of HIV+ people in our community who are in care; b. Increase percentage of SAAF 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.
II. Improved Health Equity	Promote health equity by providing inclusive, affirming and accessible behavioral, medical, and prevention services.	<ol style="list-style-type: none"> a. Launch clinic to provide medical prevention, treatment and prescription services: <ol style="list-style-type: none"> 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 within 5 years; c. Expand clinical operations annually and consider FQHC look-alike status after 5 years.
III. Resilient Queer and Trans Youth	Empower BIPOC, queer, trans & gender-nonconforming youth to build resiliency.	<ol style="list-style-type: none"> a. Increase ability to provide housing for unhoused youth; b. Ensure youth services are led and informed by those with lived experiences; c. Increase number 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.

Strategic Priority	Goal	Objectives
<p>IV. Connected LGBTQ+ Community</p>	<p>Cultivate stronger LGBTQ+ communities through greater solidarity, collaboration and racial equity.</p>	<ul style="list-style-type: none"> 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 BIPOC members of our LGBTQ+ community.
<p>V. Effective Community Advocacy</p>	<p>Engage in intentional, community-wide advocacy as a tool for systemic change.</p>	<ul style="list-style-type: none"> a. Develop and clearly communicate an advocacy platform of issues important to SAAF's mission and vision; 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.
<p>VI. Strengthened Culture & Capacity</p>	<p>Develop SAAF's internal culture and capacity to best support staff success.</p>	<ul style="list-style-type: none"> 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.