

SERVICE DELIVERY

SUMMARY GOALS

*Ensure effective outreach to underserved populations at high-risk of acquiring/transmitting HIV.
Maintain and improve continuum of services for persons living with HIV/AIDS.
Build awareness and support of prevention and care services for persons living with HIV
by educating the community about HIV and AIDS.*

OBJECTIVES

Community Education:

In addition to ongoing education about HIV and AIDS, we aim to increase awareness of our agency's mission and reduce stigma related to HIV/AIDS, while helping to increase compassion for those members of our communities affected/infected by HIV/AIDS.

Lead Manager(s): Melissa A.

Objectives	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12
Community members support our mission		Each year 10% of community members who attend an HIV Today presentation donate or volunteer	Track # of attendees who donate or volunteer Develop 10 information series presentations	Increase # of attendees who donate or volunteer by 10% Increase attendance of IS by 20%	Solicit community feedback on presentations and implement recommendations
Grow community stakeholders	Present HIV Today to 10 external community groups	Evaluate results of presentations and build deeper relationships with 3 groups	Provide 60 Community Outreach Presentations per year, 5 per month. Outreach to 10 new professional groups and 5 new youth groups each quarter		Increase number of community presentations by 15% from 2009

Client Services:

In addition to ongoing case management, financial assistance, referral and advocacy, we strive to ensure regular reciprocal communication with our clients. Our focus has been on meeting the needs of those qualifying for federal case management and financial assistance, in addition to connecting clients to housing, nursing care and services. Our future focus will continue to be helping clients manage their own health and access housing as well as providing dental care for all people living with HIV/AIDS in southern Oregon.

Lead Manager(s): Deborah, Amanda, & Renee

Objectives	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12
Build sustainability for Dental Program		Develop two new collaborations outside of Lane County Complete Dental Program Strategic Plan with all partners	Identify five potential funding sources Develop plan to increase grant writing staff time .25 FTE dedicated to dissemination of Dental Program Research findings	Submit two grant proposals for continued funding Identify 5 multiyear funding sources Assess ability to maintain service area and compile report of recommendations	Submit two multiyear grant proposals Implement report recommendations
Empower clients to direct their care and gain self sufficiency			Assess outcomes of referral services and benefits advocacy Client advisory panel meets quarterly Annual client forum	Recruit advisory committee members from all counties in service area 70% of clients requesting referral services report they received up to date and useful information 50% of clients seeking benefits advocacy report increased self sufficiency	80% of clients requesting referral services report they received up to date and useful information 70% of clients seeking benefits advocacy report increased self sufficiency
Expand service area to include additional counties		Implement Capacity Building Work Plan	Provide services to two additional counties under Pilot Project	Modify regional service model based on Pilot Project findings Assess ability to expand scope or geographical area of services, develop report of recommendations	Evaluate efficacy of regional model Implement service expansion recommendations

FINANCIAL STEWARDSHIP

SUMMARY GOALS

*Shepherd assets for maximum advantage.
Increase revenues and build an efficient and effective development approach.*

OBJECTIVES

Increase revenues and build an efficient and effective development approach.

There is an increasing need for community contributions because of declining federal and private foundation support. Increasing and stabilizing funding is critical to the long-range success of the organization, and to meet the increasing need for services.

Lead Manager(s): Melissa A. and Diane

Objectives	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12
Build relationships & collaborate with private businesses and faith-based organizations	Build strategies and materials for effectively developing long-term relationships with corporate representatives	Solidify relationships with 30 corporate representatives Present HIV Today to 20 faith-based organizations	Maintain past relationships with corporate representatives and build new relationships for a total of 30. Obtain corporate sponsorships with at least 10 new businesses. Continue to build relationships with private businesses and faith-based organizations Identify local faith-based groups with whom to build relationships, present information, and ask for donations Present to 10 faith-based organizations. Develop strategy to build relationships with organizations in other regions	Continue to build relationships with private businesses and faith-based organizations. Obtain corporate sponsorships with at least 10 new businesses. Present to 20 faith-based organizations Implement strategy to build relationships with organizations in other regions	Evaluate effectiveness of corporate and faith-based outreach strategies and modify strategies Continue to Seek out opportunities for new community partnerships. Obtain corporate sponsorships with at least 10 new businesses. Present to 20 faith-based organizations. Continue and evaluate strategy to build relationships with organizations in other regions

<p>Build a strong peer solicitation program</p>	<p>Identify well-connected leaders in community and ways to build relationships with them</p> <p>Ask five to assist with peer solicitation</p>	<p>Identify and develop relationships with 10 additional community leaders and ask them to assist with peer solicitation</p>	<p>Identify and develop relationships with 10 additional community leaders and ask them to assist with peer solicitation</p> <p>Develop plan for individual solicitor and stewardship team</p>	<p>Identify and develop relationships with 10 additional community leaders and ask them to assist with peer solicitation</p> <p>Implement plan for stewardship team and recruit 2 individual solicitors</p>	<p>Evaluate success of ongoing donor solicitation and modify program</p> <p>Have a team of 5 individual solicitors in place</p>
<p>Ensure systematic implementation and evaluation of mission-based fundraising model</p>	<p>Monitor and meet goals for new multi-year pledges, HIV Today attendance, major donor visits, and revenue</p> <p>Increase size and define tasks of Development Committee and build high functioning development team of 25 active members</p>	<p>Monitor and meet goals for new multi-year pledges, community education presentation attendance, major donor calls and visits, and revenue</p> <p>Evaluate and define priorities & responsibilities of committee and maintain team of 25</p>	<p>Evaluate effectiveness of model and the benefits of continuation, modification, or development of goals and new strategy</p> <p>Evaluate committee responsibilities and effectiveness and maintain team of 25</p> <p>Develop plan for leadership boards and opportunities for leadership development</p>	<p>Evaluate benchmarks and define strategy for meeting them</p> <p>Recruit additional high-level members to maintain team of 25</p> <p>Implement plan for leadership boards</p>	<p>Evaluate successes, challenges and committee effectiveness and develop plan for next five years</p> <p>Evaluate and continue plan for leadership boards.</p>
<p>Create and Implement Planned Giving and endowment program</p>	<p>Implement gift acceptance policy for legacy and endowment gifts</p>		<p>Create task force to lay out gift acceptance policy for legacy and endowment funds</p>	<p>Implement gift acceptance policy for legacy and endowment gifts. Present initial campaign plan to board</p>	<p>Endowment campaign continues</p>
<p>Build broader support by increasing effectiveness of external communications with the public</p>	<p>Develop external communications guidelines for use within the community</p>	<p>Assess effectiveness of external communications on awareness and relationships and implement recommendations</p>	<p>Develop new mechanisms for expanded outreach beyond Eugene and Springfield</p> <p>Develop and launch a new website.</p>	<p>Develop advisory council for external communications</p> <p>Develop guidelines for management of website and implement review schedule for content.</p>	<p>Develop strategic plan to use expanded outreach to gain increased funding</p> <p>Assess effectiveness of external communications on awareness and relationships</p>

Shepherd Assets for Maximum Advantage:

HIV Alliance must be ever vigilant to monitor their assets for the benefit of their clients and manage these assets to allow for growth and changes in program direction.

Lead Manager(s): Melissa E.

Objectives	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12
Improve maintenance of physical plant	<p>Create committee for maintenance, construction and upgrading</p> <p>Building committee writes maintenance schedule</p>	<p>Use volunteers to further enhance property and grounds/bldg</p>	<p>Review maintenance schedule</p> <p>Incorporate additional volunteers</p>	<p>Incorporate additional volunteers</p> <p>Review, update and prioritize maintenance schedule</p> <p>Proceed through maintenance schedule as funding permits</p>	<p>Incorporate additional volunteers</p> <p>Review, update and prioritize maintenance schedule</p> <p>Proceed through maintenance schedule as funding permits</p>

RESULTS FOCUSED MANAGEMENT

SUMMARY GOALS

*Recognize and address the diverse needs of the affected community.
Build staff and volunteer corps that expand and advance the delivery of services.
Enhance communication and collaboration.*

OBJECTIVES

Ensure Equal Access:

Everyone seeking access to our services should be able to do so comfortably and efficiently. Everyone seeking access to our services: will feel welcome, be able to get to the facility and maneuver within it, be able to access materials and resources, can participate in events and other activities.

Lead Manager(s): Diane, Renee, Melissa, Deborah, Amanda, Tony, Byron and Jim

Objectives	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12
Agency values will be incorporated into agency functions			Review and modify Hiring and Orientation policies to ensure that they incorporate values Develop and implement a plan to incorporate values into committee and agency meeting agendas	Review and reassess agency values with staff, Board, and community to ensure staff and community buy-in	
Our facility and environment will be physically accessible, comfortable, safe and welcoming	Agency Committees assess, make recommendations and create plan	Agency Committees assess, make recommendations and create plan Construction to make lobby accessible Work with UO DesignBridge on outdoor design to increase energy efficiency, lead public to entry, create safe, usable and welcoming outdoor space	Implement Design Bridge project in conjunction with United Way Day of Caring Assess use of space at 1966 Garden Ave and benefits of space at 150 Broadway	Universal Access committee create and implement annual survey of accessibility, comfort, safety Management team assess need for additional office space and develops plan to address needs Management team reviews survey findings and identifies strategies to improve access to facility	Implement plan to improve access to facility Implement plan to address office space needs

Expand Staff:

By attracting and retaining qualified employees and well-trained and dedicated volunteers, we can expand our services and maintain program stability.

It is imperative that we hold staff accountable and attract and keep competent people.

Lead Manager(s): Diane

Objectives	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12
Recruit qualified employees and enhance their value through development and training	Assess staff competencies/skill sets and identify areas needing attention Implement in-house staff training program Review employee goals quarterly, periodically	Implement staff development and training program Modify budget based on assessment Dedicate budget line item for staff development and training	Develop plan to ensure excelling employees have inside career pathways and outside opportunities for education and development	Expand, evaluate and modify staff development and training program Develop relationships with organizations offering external training opportunities	
Increase staff retention through recognition and appreciation, including enhanced benefits for staff	Develop staff appreciation and recognition program Implement annual staff/board get to know each other event	Review and modify salary ranges for FY 09-10 Develop staff appreciation and recognition program	Develop and implement staff wellness program	Develop Incentive pay plan for retention Assess the feasibility and make recommendations for adding dependent health, disability and life insurance benefits	Implement incentive pay plan for retention Implement recommendations for adding benefits for staff

Expand and retain Volunteer Base

Lead Manager(s): Byron

Objectives	07-08	08-09	FY 09-10	FY 10-11	FY 11-12
Build a strong, broad, stable volunteer base	Implement in-house volunteer training program	Develop and implement best practices for volunteer placement & screening	Develop a plan to recruit volunteers of diverse ages, long-term (>2yrs) volunteers, professional, and community groups (5 groups) Review and modify qualifications in volunteer job descriptions Develop and implement best practices for volunteer placement & screening	Increase number of professional volunteers by 30% Double the number of bilingual volunteers Increase volunteers from age 25-65 by 10% and 65+ by 10%	Increase number of long-term (2 or more years) volunteers by 30% Increase the number of HIV+ volunteers (10%), MSM by 20%, PWID/former by 10%, people of color by 10%

Increase volunteer retention through training, development and appreciation	Implement in-house volunteer training program		Identify career pathways for volunteers who want to become staff Implement Volunteer Appreciation program Research Stipend internship program	Develop relationships with organizations offering external training opportunities Research external training opportunities for volunteers	Offer 1 external (or collaborative) training or pilot training opportunities for volunteers Gather feedback from volunteers for future trainings
--	---	--	---	--	---

Increase Effectiveness of Communication and Potency of Mission through Collaborative Efforts:

By increasing efficiency of both internal and external communications, we enhance our effectiveness and build broader support. In addition, collaborative efforts allow us to gain synergy, keep a holistic view of our community needs, and acknowledge how the consumer views the system as a continuum.

Lead Manager(s): Diane and Renee

Objectives	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12
Increase effectiveness and efficiency of internal agency communications	Communications and Culture Committee promote communications guidelines and trainings around expectations and values	Document all policies and procedures and orient staff to them and their locations Review and implement internal communication tools and technology Ensure documentation and dissemination of committee and team decisions and recommendations	Assure appropriate use of internal communication tools and technology Assess and make recommendations about impact of regional service expansion and co-location in Dr. offices on internal communication	Internal audit of communications and document-action with recommendations Implement recommendations that address impact of regional services and co-location	Implement recommendations from audit of internal communications and documentation Review and revise communication guidelines around expectations and values
Build broader support by increasing effectiveness of external communications with the public	Develop external communications guidelines for use within the community	Assess effectiveness of external communications on awareness and relationships and implement recommendations	Develop new mechanisms for expanded outreach beyond Eugene and Springfield Develop and launch new website	Develop advisory council for external communications Develop guidelines for management of website and implement review schedule for content	Develop strategic plan to use expanded outreach to gain increased funding Assess effectiveness of external communications on awareness and relationships

<p>Increase effectiveness and reach of our services by building on existing partnerships and through new collaborations</p>	<p>Identify all current and potential partners and new opportunities for partnership</p> <p>Create plan for enhancing existing partnerships</p>	<p>Identify all current and potential partners and new opportunities for partnership</p> <p>Implement plan for enhancing existing partnerships, focusing on at least 2 partners in every arena of the agency</p> <p>Assess possibilities for collaborations in each arena of the agency</p>	<p>Assess possibilities for joint, regional or statewide services</p> <p>Compile list of potential community partners serving at risk populations</p>	<p>Write collaborative grants to support work</p> <p>Identify three opportunities for collaboration, including regional or statewide services, among community partners serving at risk and infected populations and develop an outreach plan</p> <p>Visit Oregon and NW AIDS organizations</p>	<p>Begin collaborative project with agencies serving at risk and infected populations</p> <p>Visit national agencies or attend national conference</p> <p>Implement phase 2 by providing regular training and consultation to two agencies serving at risk populations</p> <p>Evaluate collaborative projects and/or referral system</p>
--	---	---	---	---	--