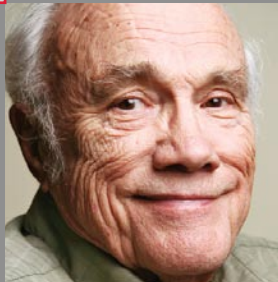




2007-2012 STRATEGIC PLAN



Over the past two years, HIV Alliance and its board of directors have embarked on the important and complex journey of developing a five-year strategic plan and statement of core values. Through a meticulous and comprehensive process, we've developed a plan that provides a solid foundation for the agency's future, allowing us to more effectively and efficiently deliver on our mission of supporting individuals living with HIV/AIDS and preventing new HIV infections.

As we launched our strategic planning process, we focused on three main areas: service delivery, financial stewardship, and results-focused management. Following is our five-year plan, including clear, specific goals and objectives with concrete benchmarks that will help us gauge our success.

SERVICE DELIVERY

- **Goal: Ensure effective outreach to underserved populations at high-risk of acquiring/transmitting HIV/AIDS.**
 - Objective: Effectively engage high-risk populations by expanding partnerships for needle exchange and services to people who use injection drugs, and outreach to gay and bisexual men.



BENCHMARKS

Objectives	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12
Reduce high-risk behavior	Identify factors that influence risk-taking and interventions that reduce risk-taking.	Implement intervention to reduce high-risk behavior.	10% of intervention participants report a shift in stage of behavior change.	People are still changing behaviors.	15% of intervention participants report a shift in stage of behavior change.
Identify and link people with HIV to treatment and services	Create and implement effective referral programs for people testing HIV+ either through our services or with their own doctors. Work with DIS.	25% of newly identified HIV+ people will be connected to our case management services or treatment services. Integrate DIS more completely into our Counseling, Testing, and Referral Services (CTRS) program.	30% of newly identified HIV+ people will be connected to services. Investigate ways to get local health professionals connected with DIS and HIV Alliance.	35% of newly identified HIV+ people will be connected to services.	40% of newly identified HIV+ people will be connected to services.
Increase number of at risk people reached by prevention services	Increase the number of gay/bisexual/men-having-sex-with-men by 5% each year who connect with our services. Monitor and identify emerging populations and increase their connections with services.				
Create, evaluate and prioritize interventions that reflect current epidemiological trends	Identify the most effective method(s) for changing high-risk behavior among HIV+ people.	Implement effective intervention or create referral system for HIV+ people to access other interventions.	Implement effective intervention or create referral system for clients of emerging populations to access other interventions.		

- **Goal: Maintain and improve continuum of services for persons living with HIV/AIDS.**

- Objective: In addition to ongoing case management, financial assistance, referral and advocacy, we will ensure regular reciprocal communication with clients. We will help them manage their own health and access housing, and provide dental care for all people living with HIV/AIDS in southern Oregon.

BENCHMARKS

Objectives	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12
Improve access to dental care for people living with HIV/AIDS	Provide comprehensive dental care to people living with HIV/AIDS				
	150 people	200 people	250 people	275 people	300 people
Empower clients to gain self sufficiency and increase ability to manage their care	Participate with Oregon DHS in planning services for people living with HIV/AIDS in Oregon, and conduct agency assessment of additional services needed.	Train staff and implement services to increase client empowerment.	50%	60%	70%
	of clients are successful in meeting specific goals which increase self-sufficiency.				
Create stable housing conditions for people living with HIV/AIDS	15%	20%	25%	30%	35%
	of clients on HIV Alliance housing wait list who gain access to affordable housing within the year				
	1	3	5	7	10
	of units or rental subsidy available exclusively for people living with HIV/AIDS through diversified and integrated housing partners.				

- **Goal: Build awareness and support of prevention and care services for persons living with HIV/AIDS by educating the community about the disease.**

- Objective: Continue ongoing education about HIV/AIDS, to increase awareness of the 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.



BENCHMARKS

Objectives	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12
Community members and youth are aware about our services and mission and have increased compassion for people infected and affected by HIV/AIDS.	2,000	4,000	5,000	6,000	7,000
	community members and youth attend a presentation by a trained speaker living with HIV/AIDS				
Community members support our mission	Each year, 10% of community members who attend an HIV Today presentation donate or volunteer.				
Grow community stakeholders	Present HIV Today to 10 external community groups.	Evaluate results of presentations and build deeper relationships with three groups.	Increase number of community HIV Today tours by 30%.	Increase number of community HIV Today tours by 30%.	Evaluate stakeholder relationships and plan for future.

FINANCIAL STEWARDSHIP

- **Goal: Shepherd assets for maximum advantage.**
 - Objective: HIV Alliance must be ever vigilant to monitor its assets for the benefit of clients and manage these assets to allow for growth and changes in program direction.

BENCHMARKS

Objectives	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12
Maintain physical plant	Create committee for maintenance, construction and upgrading. Building committee writes maintenance schedule.	Use volunteers to further enhance property, grounds and building.	Review maintenance plan. Incorporate additional volunteers.	Incorporate additional volunteers.	Incorporate additional volunteers.
Plan for future needs in the way of physical plant	Board property committee investigate value of HIV Alliance property. Survey current needs and use of existing space. Present value and use findings to board.	Begin discussion of future needs. Monitor Walnut Station development plans and opportunities.	Develop strategy for future physical need. Monitor Walnut Station development plans and opportunities.	Continue to evaluate and take required action. Monitor Walnut Station development plans and opportunities.	Continue to evaluate and take required action. Monitor Walnut Station development plans and opportunities.

- **Goal: Increase revenues and build an efficient and effective development approach.**
 - Objective: Declining federal and private foundation support have resulted in increased need for community contributions. Increasing and stabilizing funding is critical to the long-range success of the organization, to meet the increasing need for services.

BENCHMARKS

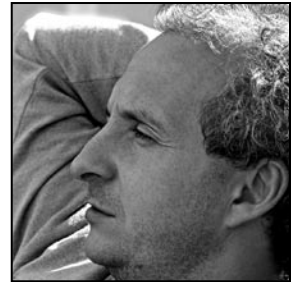
Objectives	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12
Access sustainable forms of grant and government funds	Monitor new opportunities for federal grants and large, multi-year foundation grants.	Apply for 2-3 federal or large foundation grants, including CDC. Seek opportunities for collaborations and coalitions.	Apply for 3-5 federal or large foundation grants, while decreasing applications for foundation grants less than \$20,000.	Apply for 5+ federal or large foundation grants, while decreasing applications for foundation grants less than \$20,000.	Evaluate grant plan and make changes as needed.
Build relationships and collaborate with private businesses and faith-based organizations	Build strategies and materials for effectively developing long-term relationships with corporate representatives. Identify local faith-based groups with whom to build relationships, present information and ask for donations.	Solidify relationships with 30 corporate representatives. Present HIV Today to 20 faith-based organizations.	Continue to build relationships with private businesses and faith-based organizations.	Evaluate effectiveness of corporate and faith-based outreach strategies and modify strategies.	Seek out opportunities for new community partnerships.
Build a strong peer solicitation program	Identify well-connected leaders in community and ways to build relationships with them. Ask five to assist with peer solicitation.	Develop relationships with 10 additional community leaders and ask them to assist with peer solicitation.			Evaluate success of ongoing donor solicitation and modify program.

BENCHMARKS *continued*

Objectives	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12
Ensure systematic implementation and evaluation of mission-based fundraising model	<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, HIV Today attendance, major donor visits, and revenue.</p> <p>Evaluate and define priorities and responsibilities of committee and maintain team of 25.</p>	<p>Evaluate effectiveness of model and the benefits of continuation, modification, or development of new strategy.</p> <p>Evaluate committee responsibilities and effectiveness and maintain team of 25.</p>	<p>Evaluate benchmarks and define strategy for meeting them.</p> <p>Recruit additional high-level members to maintain team of 25.</p>	<p>Evaluate successes, challenges and committee effectiveness and develop plan for next five years.</p>
Create and implement planned giving and endowment programs	<p>Implement gift acceptance policy for legacy and endowment gifts.</p>	<p>Present initial campaign plan to board.</p>	<p>Endowment campaign begins.</p>	<p>Endowment campaign continues.</p>	<p>Evaluate success and plan next steps.</p>

RESULTS-FOCUSED MANAGEMENT

- **Goal: Recognize and address the diverse needs of the affected community.**
 - **Objective: 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.**



BENCHMARKS

Objectives	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12
Diversity will be considered as we plan and evaluate services	<p>Diversity and Cultural Competence Committee assess current services. Develop plan to make services more accessible to diverse populations. Produce report.</p>	<p>Implement planned changes to services.</p>	<p>Evaluate effectiveness of changes and modify.</p>		
Our facility and environment will be physically accessible, comfortable, safe and welcoming	<p>Staff and Building Committees assess, make recommendations and create plan.</p>	<p>Implement committee recommendations.</p>	<p>Re-assess facility and environment recommendations and implement new recommendations.</p>		
Staff and volunteers will be prepared to serve all clients	<p>Create and implement volunteer/ staff training and recruitment plan.</p>	<p>Evaluate staff/volunteers preparedness in serving clients and update trainings.</p>			
Publications and Web site will be welcoming to diverse groups. Information accessible to all	<p>Assess materials and availability for accessibility and create report. and recommendations.</p>	<p>Create or obtain new materials</p> <p>Create materials review team.</p>	<p>Evaluate materials and accessibility for diverse populations</p> <p>Implement recommendations.</p>		

- **Goal: Build staff and volunteer corps that expand and advance the delivery of services.**

- Objective: 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.



BENCHMARKS

Objectives	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12
Recruit the right person for every position	Review and modify qualifications in all staff and volunteer job descriptions in light of five year needs.	Develop career pathways for volunteers who want to become staff.	Implement volunteer career pathways to meet future needs.	Develop stipend internship program Analyze past efforts and develop plan for future.	Review and modify qualifications in all staff and volunteer job descriptions in light of future plans.
Retain qualified employees and volunteers and enhance their value through development and training	Assess staff competencies/skill sets and identify areas needing attention. Implement in-house volunteer and staff training program. Review employee goals quarterly, volunteer goals 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 and volunteer development and training program.	
Increase staff and volunteer retention through recognition and appreciation, including enhanced benefits for staff	Develop staff and volunteer appreciation and recognition program. Implement annual staff/board social event.	Add disability and life insurance benefits. Develop staff wellness program.	Review and modify salary ranges for FY 10-11.	Develop Incentive pay plan for retention.	Assess staff recognition, appreciation, incentive pay plan and benefits.
Build a strong, broad, stable volunteer base	New Volunteer Coordinator hired to bolster system for recruitment, training, retention and evaluation. Create and implement new volunteer training system.	Increase number of long-term and professional volunteers by 30%. Evaluate and refine volunteer trainings.	Increase number of long-term and professional volunteers by 30%. Evaluate retention and appreciation strategies.	Increase number of long-term and professional volunteers by 30%. Evaluate effectiveness of volunteer training based on program needs.	Evaluate volunteer recruitment, training, retention and evaluation and create plan for improvements.

- **Goal: Enhance communication and collaboration.**

- **Objective: 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's needs, and acknowledge how the consumer views the system as a continuum.**



BENCHMARKS

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.	Evaluate and revise staff performance management practices with intent to increase employee satisfaction.	Internal audit of communications documentation to see how they are being maintained and used.	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.	Develop new mechanisms for expanded outreach beyond Eugene and Springfield.	Develop advisory council for external communications.	Develop strategic plan to use expanded outreach to increase funding.
Eliminate duplication of and enhance the continuum of community services	Catalogue all services that intersect HIV Alliance services and create recommendations to eliminate, streamline, coordinate or add future HIV Alliance services.	Eliminate, streamline, coordinate or add intersecting services.			
Increase effectiveness and reach of our services by building on existing partnerships and through new collaborations	Identify all current and potential partners and new opportunities for partnership. Create plan for enhancing existing partnerships.	Implement plan for enhancing existing partnerships, focusing on at least two partners in every arena of the Agency. Assess possibilities for collaborations in each arena of the agency.	Meet with partners in service continuum to review and enhance quality and services for clients and consider opportunities for collaboration.	Write collaborative grants to support efforts.	Identify all current and potential partners and new opportunities for partnership. Assess possibilities for collaborations in each arena of agency.
Work with Oregon and NW AIDS organizations on HIV/AIDS funding, policy and infrastructure stability	Participate in Cascade AIDS Project Public Policy Committee, encouraging an annual conference for regional HIV/AIDS providers.	Develop and implement collaborations and best practices based on visits to Oregon and NW AIDS organizations. Visit Oregon and NW AIDS organizations.	Assess possibilities for joint, regional or statewide services.	Implement one area of joint, regional or statewide services with partners.	Modify and implement collaborations and best practices based on visits to Oregon and NW AIDS organizations.



CORE VALUES

In addition to outlining the five-year strategic plan, we also developed a set of core values for the agency. These values get to the heart of who we are, where we're going and what we want to achieve for our clients, staff and volunteers, community and donors.

Collaboration: Working with all possible partners ensures we reach mutual goals in our diverse community.

Empowerment: Empowering our clients keeps them invested in their personal lives and health, and keeps staff and volunteers invested in our agency's mission.

Adaptability and innovation: Adaptability and innovation keep us strong and sustainable as a leading nonprofit agency.

Continuous improvement: Working with all our constituents, continuous improvement goes hand in hand with excellent customer service.

Non-judgment: Without judgment, we offer safe, welcoming and inclusive services to the diverse populations we serve.

