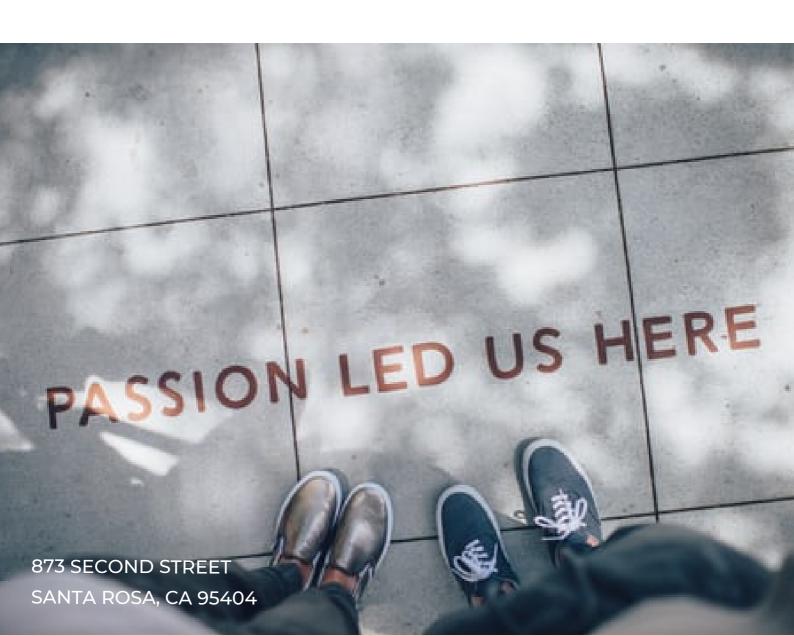
STRATEGIC PLAN

2023 & BEYOND







MESSAGE FROM EXECUTIVE DIRECTOR SARA BREWER

This new version of our Strategic Plan is more a refresh than a redo, providing us with an opportunity to take stock of our strengths while also taking a step back to identify where are key priorities lie.

The previous iteration of our Strategic Plan helped us weather the COVID-19 pandemic. We were able to meet and even exceed some of our goals, while others felt out of sync in our new "post pandemic" reality. Four priority themes emerged which run throughout the activities outlined here and serve as our foci for this plan. As much of our work became transactional out of necessity and safety concerns during COVID-19, a key focus for us again are relationships and the people with whom we work.

Our success and what make us, us has been our never-ending compassion and commitment to showing up for people with love and respect. That is inherent in our name and I believe what sets us apart.

Moreover, we must remain committed to and truly center social justice and equity as a guiding principle in our work, including scaling up involvement with our clients and affected family and friends. The pandemic also provided opportunity to strengthen and digitize many of our systems, which we can now streamline to be more efficient and data informed to better build and maintain relationships and priority services. This will also allow us to be a sustainable resource which can continue to pivot to meet the ever-changing needs of our community, and truly meet our clients where they're at.

We have exciting work ahead, and I invite you to explore and be a part of the movement.

In solidarity, Sara

ENHANCE CARE SERVICES

Expand Connection

Strengthen relationships through intake and referral processes Increase use of data and reporting



Strengthen Client Communication

Increase available services and awareness among clients
Utilize updated database to connect with clients
Weekly newsletters

Develop Client Group Activities

Provide consistent outreach and connection

Create more support groups: women's support group, Latinx and

women's group, youth group

EXPAND PREVENTION SERVICES

Harm Reduction Awareness

Host a harm reduction symposium
Partner with community stakeholders
Implement drug checking beyond fentanyl
Needs assessment with clients and community stakeholders
Increase advocacy and visibility

Mobile Services

Scale up kiosk, vending machine, other community support services

Create and implement operations for van

Create visibility of van and scale up outreach activities

Increase uptake of PrEP

Partner with clinics and medical providers to provide injectable PrEP Increase Spanish language promotion, education and uptake with PrEP Strengthen PrEP Navigation services

Explore outreach opportunities

Increase HIV Test Rates

Partner with clinics and medical providers to provide injectable PrEP Increase Spanish language promotion, education and uptake with PrEP Strengthen PrEP Navigation services

Explore outreach opportunities

Strenghten integration of STI services

Scale up access to Syphillis testing
Explore STI treatment onsite
Develop an STI plan from funding needs

SUSTAINABLE, RESILIENT COMMUNITY RESOURCE

Visibility of Face to Face

Support increased board and ED engagement with relationship building throughout the community

(Re) establish relationships with agencies in the community Identify strategies to better facilitate board member time

Board Development

Recruitment of new board members to support our strategic direction

Develop criteria and support for the Board to best serve

Ensure board includes diverse and representative members with lived

experience of our clients

Collaboration between services

Analyze gaps between care and prevention client needs
Enhance collaborations between services
Identify peer and cross training opportunities.

Explore mission & vision

Explore our mission, vision, branding and messaging to evolve to best meet the needs of our community

ELIMINATE STRUCTURAL DEFICIT

Evaluate events/fundraisers

Create relationships with donors, supporters and other collaborators in the county

Analyze our events and value to the agency
40th Anniversary recognition
New social media channels



Additional Revenue Streams

Explore opportunities for 340B revenue
Identify and secure new grant funding
Look at fundraising strategies
Advocate for funding for Harm reduction program