



STOP AIDS Project Strategic Plan, 2008-2010

INTRODUCTION

In June, 2007, STOP AIDS Project began a three-phased strategic planning process. During the first phase we gathered information from community stakeholders, including staff, the Board of Directors, community leaders, volunteers, sister organizations, academics, donors, program participants, and community health advocates. In the second phase we set key goals and objectives to address the strengths, challenges, and emerging needs of our communities with a refined theory of change and new programmatic initiatives. In the final phase we articulated a clear plan for the agency's operation, including developing systems to ensure the success of our continuing programs and new initiatives. This nuts-and-bolts phase also included the creation of staffing plans, fundraising goals, revised budgets, and key implementation benchmarks. In January 2008, the Board of Directors of the STOP AIDS Project formally adopted the three-year strategic plan and we have been refining program planning and implementing the plan.

GOALS AND IMPACTS - WHAT DO WE WANT TO ACHIEVE?

- **Reduced HIV transmission.**
 - 20% reduction in new HIV infections among gay, bisexual and transgender men in San Francisco by 2010.
 - Reduced risk within prioritized sexual networks.
 - Increased HIV and STD testing and referral to services among prioritized groups.

- **Increased attention to HIV risks and related health co-factors among gay, bisexual and transgendered men and other decision-makers.**
 - 20-50% increase in awareness among GBT men of leading HIV transmission related psychosocial issues (e.g. alcohol, drugs, depression, isolation, STDs, etc.)

- Changes to specific HIV-related policy, practices, and environmental factors that act as barriers to HIV prevention and community building efforts.
- **Decreased HIV risk exposure and expanded personal safety nets among regular participants in STOP AIDS Project activities.**
 - Increased safer sex negotiation and related skills.
 - Reduced HIV risk-taking behavior.
 - Increased access to support and improved personal “safety nets.”

SEXUAL NETWORKS – WHO DO WE NEED TO WORK WITH?

STOP AIDS Project refined our sexual networks approach to focus on groups of people who are at high-risk for HIV transmission in the places they routinely congregate. STOP AIDS Project has developed strategies and tactics designed to specifically target the following high-risk sexual networks in venues appropriate to each network:

- **GBT Men in their 20’s and early 30’s.** With an emphasis on Latino and African-American young men because data demonstrates that Latino and African-American GBT men are more likely to become HIV positive at earlier ages than other racial and ethnic groups.
- **GBT men in their 30’s and early 40’s.** The majority of new HIV infections in San Francisco are among GBT men in this age group.
- **African-American GBT men.** A disproportionate number of African-American GBT men in San Francisco are HIV positive.
- **Latino GBT men.** A disproportionate number of Latino GBT men in San Francisco are HIV positive.
- **Hipsters.** GBT men in their 20’s and early 30’s who tend to hang-out in the alternative club scene in San Francisco.
- **Leather.** GBT men of all ages who participate in the leather/kink/BDSM scene in San Francisco.

- **HIV Positive GBT Men.** STOP AIDS Project's Positive Force program approaches have been refined to identify non-service seekers and those with newly-diagnosed HIV infections.

TOOLS AND TACTICS – HOW WILL WE ACHIEVE THIS?

In addition to the hybrid of individual behavior change and sexual networks approaches, the STOP AIDS Project's efforts are unique in the combination of tactics deployed. Each of the networks above has a unique mix of tools, tactical approaches, and messages crafted specifically for each network. In keeping with our focus on each networks' specificity, some network approaches will depend more on some tools and tactics than on others.

- **Individual Interventions: Outreach, Testing, Counseling, and Referrals** – STOP AIDS has the largest outreach teams for HIV prevention in San Francisco. Almost every night, our teams are out on the streets at those venues where high-risk men are likely to congregate. Through one-on-one interventions we find the non-service seekers and those who are high-risk. Through individualized efforts we refer these men to testing sites, counseling services, and other programs.
- **Public Education:** Through social marketing campaigns, community forums, and workshops, STOP AIDS Project casts a broad net of information across the community.
- **Internet Interventions and Integration of New Technologies:** For more than 10 years HIV prevention and health advocates have been experimenting with ways to reach gay men online. Specific Internet strategies for each program have been developed to maximize our reach both on- and off-line. In addition, STOP AIDS Project plans to be at the forefront of integrating new technologies as tools in public health. These new technologies include YouTube, podcasting, texting, GPS, flash mobs, etc.
- **Structural Interventions:** An example of a structural intervention are car seatbelts that automatically engage when the car door shuts. Much research has been conducted on the efficacy of structural interventions in public health. However, very few HIV prevention

organizations have used this tactic, and STOP AIDS Project is at the forefront of examining the possible ramifications of using this tactic in HIV prevention work. Through a research grant with the University of California, STOP AIDS has employed leading researchers to help develop a structural intervention pilot program. The data collection and observation phase of this research project is now complete. The next phase is to pilot structural interventions tailored to specific sexual networks.

- **Community Building and Leadership Development:** So much of our work is based on the engagement of volunteers and the community. Since our inception, STOP AIDS has been a peer-driven and community-based organization. STOP AIDS has hired a Volunteer Manager to assist all program staff in community building strategies and to develop an innovative leadership development program. Staff will be trained to identify those community members with unique leadership skills and then engage them in an ongoing leadership training course. The emerging leaders will then be provided with resources and staff support to develop activities affecting HIV transmission among members of their sexual networks.
- **Mobilization and Advocacy:** The barriers to HIV prevention and gay men's health are often matters of public policy or community mobilization. Efforts to increase awareness and coordination among health care providers, researchers, or community members about gay men's health issues is critical. Through mobilization and advocacy efforts, STOP AIDS will partner with advocates and organizations to remove institutional or bureaucratic barriers to HIV prevention and gay men's health.

At this unique point in its long history, STOP AIDS Project is poised at a nexus of possibility, with a strategic plan that is a living testament to our collective commitment to thoughtful, creative, proactive programming designed to reach the most at-risk members of our community and we are energized by the possibilities ahead of us.