



STRATEGIC & TACTICAL PLAN

2023-2026

STRENGTHENING THE ENGINE:

Strengthening AIDS United to propel the organization and the HIV sector toward 2030 and ending the HIV epidemic in the United States.

Executive Summary

AIDS United (AU)'s strategic plan aims to shape the trajectory of the organization over the next several years. AU's strategic plan adopts five priority areas: (I) Advancing the Sector; (II) Continuing to Lead in a Competitive Environment; (III) Internal Strengthening; (IV) Fortify Funding; and (V) Continuing Commitment to the HIV Community. These strategic priorities are designed to maximize AU's impact, while ensuring the organization has the fuel it needs to sustain its engine to drive the work and the sector. They are the foundation of this strategic plan and will drive its work in the coming years.

As challenges shift and the landscape changes, the strategic lenses AU applies to the work must remain active, dynamic, and reflective of how the organization plans to meet these challenges. This strategic plan will propel AU to the next phase and ensure AU remains at the forefront of the sector – and that AU, the field, and the work will continue to progress, evolve, and thrive well into the future.

MISSION, VISION, “NORTH STAR,” AND NAME

While the sector has seen changes in recent years, the strategic planning process and the Strategic Planning Task Force have reaffirmed the mission, vision, and “north star” of the organization to guide it toward a clear end goal – the ending of the HIV epidemic in the United States.

Mission: AIDS United’s mission is to end the HIV epidemic in the United States.

Vision: AIDS United envisions a time when all people, governments, and organizations commit to ending the epidemic and strengthening the health, well-being, and human rights of everyone impacted by HIV.

Our “North Star”: The voices of people living with and vulnerable to HIV always guide our work. We exist to amplify their voices until their needs and experiences are embedded in our national consciousness.

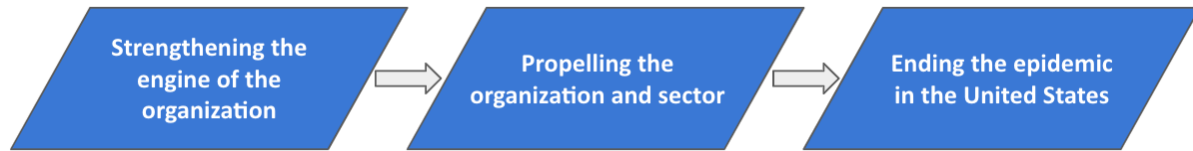
Our Name: AIDS United affirms the continuation of the name of the organization and its commitment to ending the epidemic in the United States.

Statement on Health Equity and Racial Justice

AIDS United will continue to advance and invest in racial justice, Black, queer and trans liberation, geographic equity, harm reductionist approaches, and the meaningful involvement of people living with HIV. AIDS United recognizes that it is our responsibility to proactively address the racial disparities in our community—work that includes addressing any racial inequities within our own organization.

AIDS United commits to operationalize these commitments to the values mentioned above by ensuring that in our implementation of the 2023-2026 strategic plan, AIDS United’s policies, programs and portfolios are designed utilizing a harm reduction approach, racial and health equity framework, and by developing and administering organizational implementation plans with measurable indicators for investment and impact that demonstrate our commitments to Black and Latinx communities, people living with HIV, queer and trans communities, people who use drugs, and the US South.

STRATEGIC PRIORITIES



This strategic plan is designed to strengthen the engine of AU – the engine that will propel the organization and the HIV sector toward 2030 and ending the epidemic in the United States. To achieve this, AU has identified five strategic priorities for the organization.

Five Strategic Priorities

1. **Advancing the Sector:** Continue to innovate and adapt to meet the field where it is and work to ensure the success of the sector.
2. **Continuing to Lead in a Competitive Environment:** Make structural changes as needed to ensure AU maintains its leadership and competitive edge as an organization and within the sector.
3. **Internal Strengthening:** Continually strengthen internal capacity and organizational infrastructure to meet the dynamic needs of the organization and its pillars.
4. **Fortify Funding:** Increase, diversify, and expand funding from public and private sector and individual resources.
5. **Continuing Commitment to the HIV Community:** Addressing intersectional health justice while affirming the full diversity of the HIV community and taking into account the syndemic nature of communities and individuals impacted by HIV.

Each of the strategies and tactics in this strategic plan outlined below are designed to advance the organization toward achieving one (or more) of the five strategic priorities.

Strategic Priorities				
Advancing the Sector	Leading in a Competitive Environment	Internal Strengthening	Fortify Funding	Continuing Commitment to the HIV Community
Strategies:	Strategies:	Strategies:	Strategies:	Strategies:
<ul style="list-style-type: none"> → Refine capacity building. → Develop ongoing communications strategies and plans. 	<ul style="list-style-type: none"> → Strengthen the harmonization of the three pillars of AU’s work with each other to achieve AIDS United’s mission more fully → Determine the viability of additional strategic business model approaches. → Remain competitive as an intermediary funder in an increasingly competitive field. → Enhance the capacities and skills represented on the board. 	<ul style="list-style-type: none"> → Strengthening and enhancing the internal capacity to produce evaluation and impact metrics and data. → Refresh board commitments, expectations, and collateral on a regular and ongoing basis. → Create systems and practices to preserve institutional memory and knowledge. → Ensure best practices as a primarily virtual organization. → Break down siloing and increase internal coordination. → Ensure AU develops and prepares succession planning for organizational and departmental leadership. 	<ul style="list-style-type: none"> → Building a fee-for-service and/or consulting services business line. → Continue to build consistent and stable funding for AU’s programs. → Evaluate fundraising priorities including establishing a formal major gifts and individual donor program. → Strategically balance the role of the board in fundraising. 	<ul style="list-style-type: none"> → Develop and launch a portfolio system.