



SAN FRANCISCO AIDS FOUNDATION

**OPERATING PLAN AND BUDGET
2010-2011**



**2015 STRATEGIC PLAN
GOALS & STRATEGIES
OUTCOMES FOR 2012**

GOAL 1: REDUCE NEW HIV INFECTIONS IN SAN FRANCISCO BY 50%

- Strategy 1.1 Eliminate the systemic barriers to HIV testing and screening, and to one's knowledge of current HIV serostatus
- Outcome 1.1 *HIV testing is routine in any setting where an adolescent or adult is seeking health services*
- Strategy 1.2 Develop and promote effective sexual and substance use harm reduction strategies
- Outcome 1.2 *Demonstrable increase in sexual and substance use harm reduction strategies and decrease in consequences associated with substance use*
- Strategy 1.3 Apply the research findings on the use of antiretroviral therapy for prevention to San Francisco
- Outcome 1.3 *Viral load is reduced in the San Francisco neighborhoods with highest viral loads*
- Strategy 1.4 Ensure the development, implementation, and monitoring of the National HIV/AIDS Strategy (NHAS)
- Outcome 1.4 *Structural barriers to implementing NHAS at the national, state and local levels are eliminated*

GOAL 2: ENSURE ALL SAN FRANCISCANS KNOW THEIR CURRENT HIV STATUS

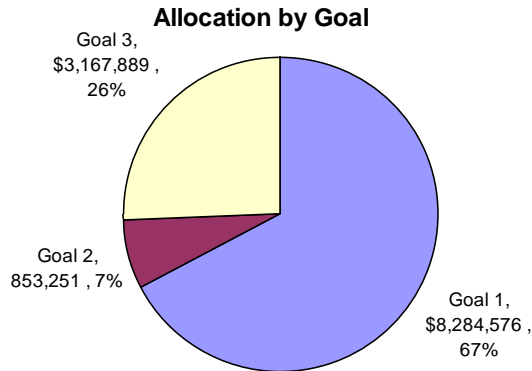
- Strategy 2.1 Eliminate the systemic barriers to repeated HIV testing and screening and to one's knowledge of current HIV serostatus
- Outcome 2.1 *Actionable data on who has not been tested and why (behaviors) is available*
- Strategy 2.2 Increase the capacity of appropriate HIV/STI testing sites
- Outcome 2.2 *On demand capacity to provide most advanced HIV tests for those at highest risks*

GOAL 3: ENSURE ACCESS TO PROPER CARE FOR ALL HIV-POSITIVE SAN FRANCISCANS

- Strategy 3.1 Ensure universal access to health care
- Outcome 3.1.1 *Mental health and substance use treatment is covered for all San Franciscans*
- Outcome 3.1.2 *Comprehensive health care legislation is adopted in the United States*
- Strategy 3.2 Ensure linkage to and uptake of primary health care
- Outcome 3.2 *TLC+ strategy is in place for San Francisco*

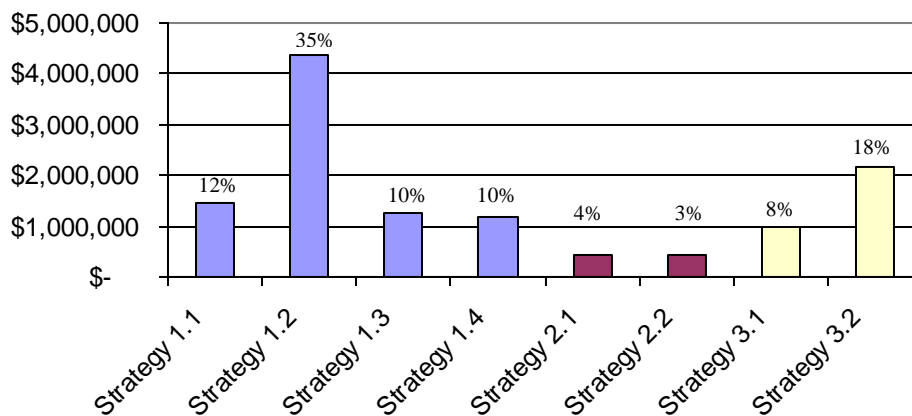


Budget Allocations Based on the Strategic Plan



- Fully allocated Programs & Services, Science & Public Policy, 2/3 of Marketing & Communications and Finance & Administration support
- Development costs not included
- This is an expense allocation and does not measure impact or outcomes

Allocation by Strategy



Process for Cost Allocations:

1. Programs and Services analyzed contract obligations and department activities to determine allocations.
2. Science and Public Policy analyzed each staff member's efforts and allocated to goals and strategies.
3. Communications estimated total department effort and allocated total budget to its major internal customers: SPP, P&S and Development.
4. Non-allocable expenses such as Vice President's time and general department expenses were allocated pro rata based on total direct costs of goals and strategies.
5. Finance and Administration was allocated on a total cost percent for its services in support of the goals.

Future Allocations: In the coming year, departments will develop allocation methods that better support the allocations and engage staff on their contributions to the specific goals and strategies. With the addition of a program evaluator, impact and goal achievement data will be developed.



Revenue and Expense Summary by Department

	Programs & Services	Development	Science & Public Policy	Marketing & Communications	CEO/Finance/ Administration	FY10/11 Total	FY09/10 Budget
Revenue							
Contributed Revenue	-	13,460,962	-	-	-	13,460,962	13,003,157
Government Contracts	5,803,772	-	168,165	-	-	5,971,937	6,694,602
Other Income	-	-	-	-	1,043,675	1,043,675	1,006,992
Donated Goods/Services	<u>261,870</u>	<u>424,544</u>	<u>4,832</u>	-	<u>333,068</u>	<u>1,024,314</u>	<u>1,094,014</u>
Total Revenue	6,065,642	13,885,506	172,997	0	1,376,743	21,500,888	21,798,765
Revenue Contribution	28%	65%	1%	0%	6%		
Expenses							
Salaries & Benefits	3,368,486	1,335,062	768,388	566,339	2,271,072	8,309,347	8,079,677
Direct Expenses	1,464,351	3,722,491	359,374	90,640	596,316	6,233,172	5,998,446
Housing Subsidies	2,401,443	-	-	-	-	2,401,443	2,723,951
Grants ¹	457,549	-	13,000	-	-	470,549	1,021,549
Logistics Expenses	-	1,321,861	-	-	-	1,321,861	1,366,145
Shared Costs	751,405	418,337	114,092	76,061	380,307	1,740,202	1,514,983
Donated Goods/Services	<u>261,870</u>	<u>424,544</u>	<u>4,832</u>	-	<u>333,068</u>	<u>1,024,314</u>	<u>1,094,014</u>
Total Expenses	8,705,104	7,222,295	1,259,686	733,040	3,580,763	21,500,888	21,798,765
Functional Allocation	40%	34%	6%	3%	17%		
Revenue over Expenses	-2,639,462	6,663,211	-1,086,689	-733,040	-2,204,020		

1 - Operating budget does not include \$700,000 Pangaea Global AIDS Foundation grant

2 - Investment revenue is budgeted at board formula or \$318,925. Past previous years actual is projected at \$1m+