
STRATEGIC PLAN EXECUTIVE SUMMARY 2021 -2023

October 2021



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Dear Friends and Supporters:

I joined Sunburst Projects in May of 2020. I am very humbled by the work that this agency has done in its nearly 40 years of existence and I am even more excited about the work that lies ahead. Sunburst Projects is a leader in providing specialized HIV services and we're just getting started.

OUR HOPE FOR THE FUTURE: More individuals living with HIV/AIDS get connected to care for treatment. Those who do not know their HIV status, get tested. Together these two actions will help stop the spread of HIV/AIDS. Both services are provided by Sunburst Projects, and will help to end the HIV Epidemic.

Sunburst Projects' clients believe in the work we do. New clients continue to come on board. Donors and supporters are even more eager to give as they see the fruits of our labor within the HIV community. Our relationships built with these clients and supporters have set us up to lead, expand and grow in many ways in the coming two years.

OVER THE NEXT THREE YEARS, we will become more financially stable, serve more clients, and expand our services to meet more of the need of the HIV community while working towards our common goal to end the spread of HIV. We take this opportunity to build upon our strengths and to show others, local and far, the quality of the work we are accomplishing. We are committed to accomplishing the goals we are outlining in this plan.

Our existing programs and services are important building blocks to continue to have maximum impact on the work we do, but we will begin to reach beyond those current programs to meet other needs of the HIV community and to continue the fight to end the HIV Epidemic. New programs such as the Education, Outreach, and Prevention Program will allow us to deliver services to different demographics and target populations. As we expand our programs and services, we will always remember to drive our service to meet our mission: to serve the needs of the HIV/AIDS community through compassionate care and services.

We've got good momentum already, with an eye on continued strategic growth. As you read more about our plans, I hope you will imagine how your relationship with Sunburst Projects will look in the future. It will take all of us to end the HIV epidemic once and for all.

Jacob Bradley-Rowe
Executive Director

Sunburst Projects Board of Directors approved this Strategic Plan on October 6, 2021. The Board of Directors will support staff reach the goals set forth in this document. Board Members include: Erik Olson, President, Cindy Brown, Brett Anderson, Dr. Robert Pretzlaff, Zoe Fishman & Jackie Smith

WHO WE ARE



OUR MISSION

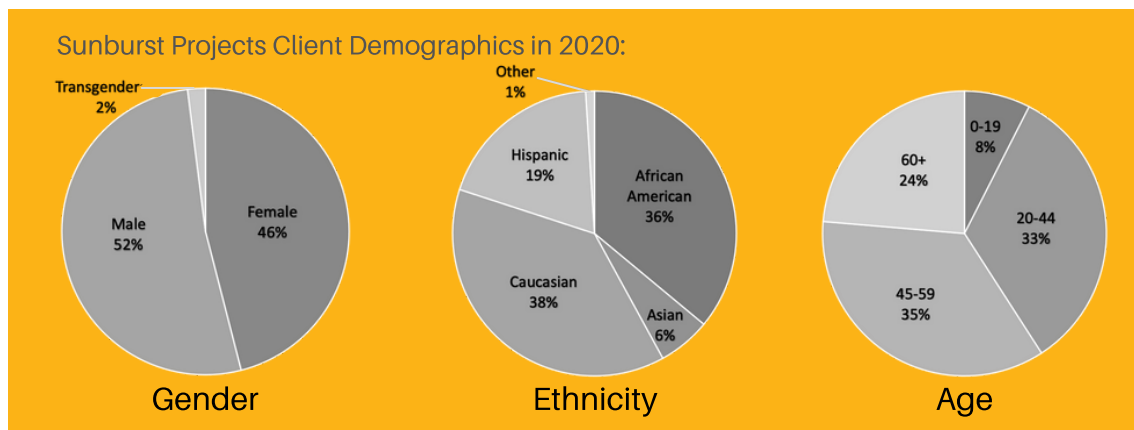
Sunburst Projects serves the needs of the HIV/AIDS community through compassionate care and services.

OUR VISION

Sunburst Projects' goal is to promote health, wellness and social justice through services that strengthen and empower individuals and families to ensure those living with and/or affected by HIV/AIDS reach their highest potential.

WHO WE SERVE

Sunburst Projects specializes in serving individuals who are living with or affected by HIV/AIDS including men, women, families, youth and the Sacramento HIV community as a whole. All of our clients are financially impacted because of their HIV status.



WHERE WE OPERATE

Sunburst Projects' office is in Sacramento, CA and provides services to clients living in the greater Sacramento area including the counties of Sacramento, Placer, Eldorado and Yolo. Camp Sunburst is held annually in Livermore, CA. Participants reside throughout California with most from the Northern California area.

OUR VALUES



OUR CORE VALUES



QUALITY OF LIFE

We focus on the quality of life and not the disease itself and strive to ensure that all people living with HIV/AIDS are not subject to discrimination.



RESPONSIBLE

We believe we are all responsible for the health and well-being of our clients, yet the issue is not ours alone; governments, communities and society must also be held accountable.



COMPASSION

We practice compassionate listening and non-judgmental communication.



QUALITY OF SERVICE

We strive to provide services delivered with flexibility, personalized attention, and cultural sensitivity.



EMPOWERMENT

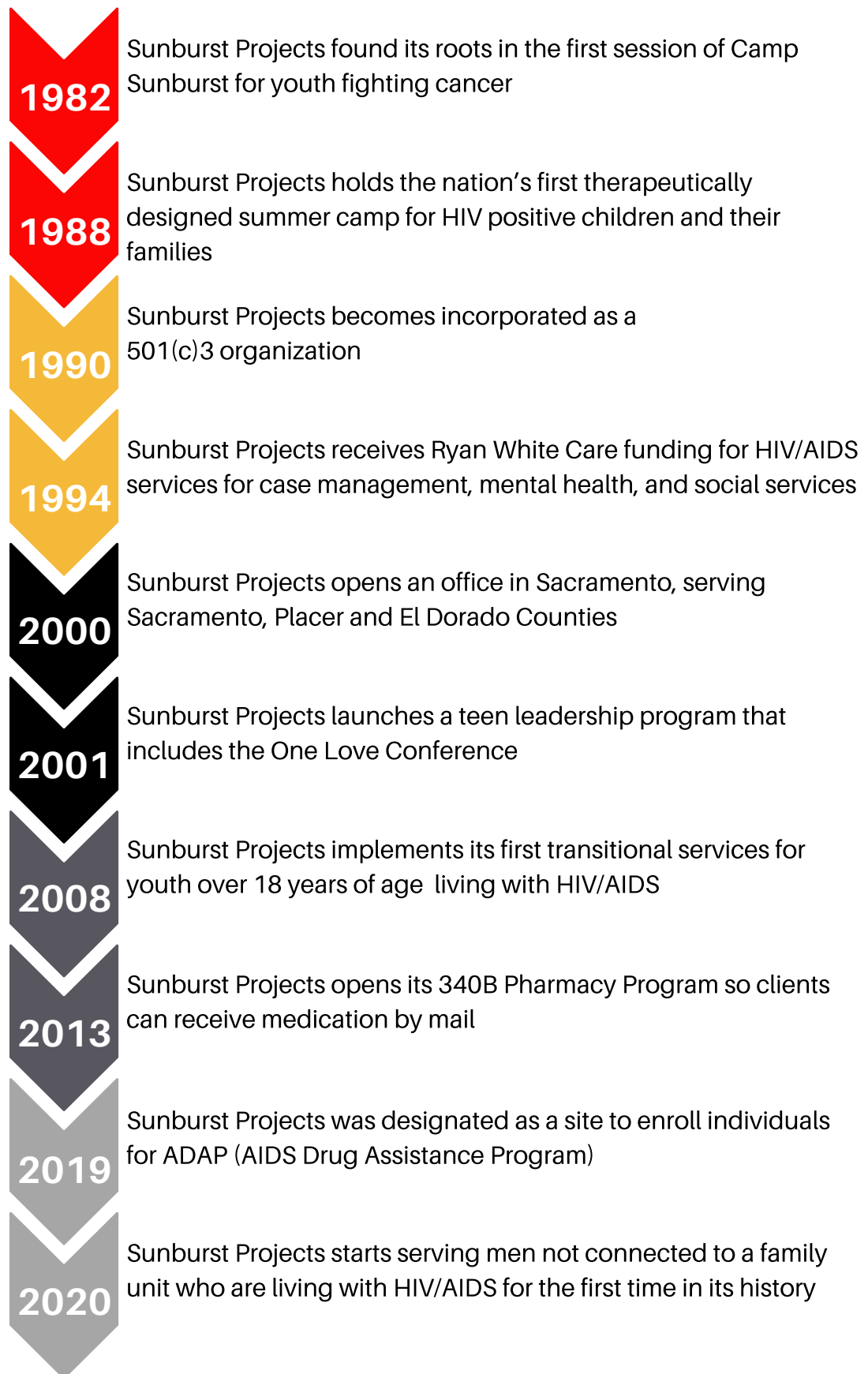
We strive to promote self-sufficiency and empowerment.

OUR CORE PROGRAMS AND SERVICES TO DATE

- ▶ **Medical Case Management** - ensuring timely access to medical services for clients impacted by HIV/AIDS.
- ▶ **Mental Health Services** - traditional behavioral health services offered by licensed clinicians that restore clients' overall sense of wellbeing.
- ▶ **Social Support Services** - experienced staff assist clients in accessing public and private programs that support keeping clients in care and on medication.
- ▶ **Youth Programs** - serving children, youth and infants impacted by HIV/AIDS through various free services including a therapeutic summer camp.

OUR HISTORY

For nearly 40 years Sunburst Projects has supported the Northern California HIV/AIDS community and their families. What began as a summer camp for children with cancer quickly pivoted to fill the emergent need for children diagnosed with HIV/AIDS. Sunburst Projects grew into the service agency it remains today through the 1990's and 2000's by evaluating the needs of the community it served. Known to most as an agency serving women and youth, Sunburst Projects opened its doors to all including adult men in 2020 to continue to serve the needs of the HIV/AIDS community.



SOLUTIONS AND IMPACT TO DATE



Our Solutions

Sunburst Projects has established a name for itself within the HIV community. When it comes to the Medical Case Management program, clients tell our case managers that the service we provide is second to none in the area. Case managers treat each client's needs as unique and go above and beyond to make sure all of our clients get the highest quality service possible. In the last 20 years as a Ryan White provider **Sunburst Projects has served 379 unduplicated HIV+ clients** with case management services. Many of our clients have been with Sunburst Projects for 15+ years. In 2020, with a new focus on adult male clients, we grew **our case management program by 40%**. Adding to this new focus was the launch of a full-service mental health clinic in November of 2020. **In the first eight months our mental health program grew 87% in capacity**. Two new group therapy programs were kicked off via Zoom because of COVID-19 restrictions.

Sunburst Projects has always centered its work around youth. 39 years later, Camp Sunburst continues to provide a free week-long therapeutic summer camp for HIV positive youth and those affected by HIV in Northern California. The award-winning Camp Sunburst has been such a great success that organizations around the world have modeled their own camps after it. Our work with HIV positive pregnant mothers was groundbreaking in the 1990's and continues to prevent prenatal transmission in Sacramento County. **It has been 15 years since the last prenatally infected baby was born in Sacramento County** and Sunburst Projects has served the child and its family since birth.

Sunburst Projects continues to find ways to help the ever-changing needs of the HIV community. In 2020, we had a surge of long-term survivors join our clientele to gain support with housing, food, and transportation to name a few. Word spreads quickly within the small community that makes up those living HIV/AIDS in the greater Sacramento area. In 2020, the number of **clients under the age of 19 was reduced by 31%**. At the same time, our **clientele over the age of 45 grew by 30%**. This was a clear sign that there is a need for services for the long-term survivors in our area.



OUR IMPACT:

MAKING A DIFFERENCE BY NUMBERS

The National Ryan White Program strives for 90% of clients to be retained in medical care, 90% of clients be on ART (antiretroviral therapy), and 90% of clients to be virally suppressed so they do not develop AIDS and cannot pass the virus to others. In May of 2021, Sunburst Projects hit a milestone towards these goals by hitting the highest percentage in each of these categories in 20 years.

80%

RETAINED IN CARE

87%

MEDICALLY ADHERENT

79%

VIRALLY SUPPRESSED

(Retained in care means two medical appointments within 90 days of each other in a calendar year where either a CD4 or viral load test was completed, or ART was prescribed. Medically Adherent means to be taking ART daily and have some viral suppression because of it. Virally suppressed is defined as having a viral load of 20 or less according to the Ryan White program.)

In 2020, COVID-19 caused our clients' needs to change. Many immunocompromised HIV positive men and women didn't leave their home out of fear of contracting Covid-19. Sunburst Projects met their new needs by:

48 Clients received assistance with paying rent or their utilities

\$9K Worth of food vouchers were distributed

104 Food bags from a local community church were delivered by case managers

\$5K In personal protective equipment was distributed to clients by case managers

MARKET SITUATION AND NEED



CURRENT STATE OF HIV IN SACRAMENTO COUNTY

Sacramento is making headway towards ending the HIV epidemic. However, the fight is far from over. Sacramento County's 2020 Ending the Epidemic Annual Report stated the following. With **Sacramento County seeing around 160 new HIV diagnosis per year** there is still a need for the services that Sunburst Projects provides. Certain communities such as men having sex with men, people of color, transitional age youth under 24, and other sub-groups of the aforementioned including transgendered people and people who inject drugs are disproportionately impacted. **A total of 4,403 people living with diagnosed HIV reside in Sacramento County** according to the Sacramento Department of Public Health.



RYAN WHITE CLIENTS IN SACRAMENTO COUNTY

Sacramento County reports that 2,082 PLWH (people living with HIV) received Ryan White Services in 2020. **Sunburst Projects only served 8% of this population.** A significant opportunity for growth stands ahead of us. The greatest number of the Ryan White clients in Sacramento are between the age of 45-59 years of age. In 2020, Sunburst Projects pivoted our services to reach more of this age group by focusing on programming for the long-term survivor. **Of the 801 clients in that age group, only 56 currently receive services from us, representing large market opportunity.** In 2020, only 59 youth, ages 3 to 24 were eligible for Ryan White funded services within Sacramento County. This underscores the need for our organization to focus on the largest age groups with the greatest need for services.



BEHAVIORAL HEALTH AND HIV

With COVID-19 impacting the world, every community has seen an increase in the need for behavioral health services. NAMI (National Alliance for Mental Health) reports that **1 in 20 adults experienced serious mental illness pre-covid.** Post COVID that number is expected to increase by 50%. According to HIV.gov many studies have shown that PLWH experience higher rates of mental health disorders than the general US population. This includes research conducted with diverse groups of PLWH such as youth with perinatal or behaviorally acquired HIV, adult MSM of color, and people who inject drugs (PWID). In a US multisite study with over 2800 PLWH, 36% had major depression and 15.8% had generalized anxiety disorder, compared with only 6.7 and 2.1% in the general US population. It is expected that COVID will impact this population even more significantly than the general public.

The 2020 Sacramento Ryan White Needs Assessment reports that **67% of clients who received mental health services reported a decrease in their diagnosed mental health symptoms** upon receiving some behavior health service from a Ryan White provider. 60% of the same group of clients reported an improvement in functionality after receiving behavioral health services. These numbers demonstrate that behavioral health services are needed among PLWH in Sacramento County.



HIV THROUGH EDUCATION AND PREVENTION

Education and prevention play a significant role in the fight against HIV. Specifically, testing is critical to ending the HIV epidemic in California and nationwide. It has been noted that there is **more readily available funding for Education and Prevention for service providers than any other area of service** according to the National Ending the Epidemic campaign. Driving this availability of funding is reflected in staggering statistics.

The CDC (Center for Disease Control and Prevention) reports that **1.2 million people in the United States are HIV positive and 1 in 7 of them don't know their status.** The CDC recommends that everyone between the age of 13 and 64 should be tested for HIV. In California, Sacramento County ranks 4th highest in the state for the number of individuals living with HIV. **Only 42.4% of those who should be tested in Sacramento County have been.** This shows that there is a great need for additional testing services that remove barriers to accessing HIV/STD testing. Of those populations that are identified as underserved, the greatest barrier to testing is cost, followed by confidentiality. **41.9% of people living with HIV in Sacramento County reside in nine contiguous zip codes surrounding our office location** and within those zip codes there are only 3 testing clinics that are free of charge and do not collect personal information to administer a HIV test. It should be noted that only 1 of these testing clinics has standard walk-in hours with no appointment needed.

Each of these market assessments prove there is a need to expanded the services currently being provided to the community. More resources are needed for those living with HIV as well as those who should be tested for HIV.

OUR STRENGTHS

A recent SWOT (strength, weakness, opportunity and threats) analysis done with the staff of Sunburst Projects revealed the organization's strengths. Communication from clients support these results. Those areas of strength are the following:



QUALITY PROGRAMS:

Sunburst Projects is made up of 4 main program areas: case management, mental health, social support, and youth. Each of the program areas assist clients with their needs. Individual programs support different client demographics. One highlighted area of our case management program that allows Sunburst Projects to stand out against other agencies is our caseload size. Maintaining smaller caseloads, compared to other agencies, is key to case managers delivering an outstanding level of service to all clients.



DEDICATED STAFF:

The staff of Sunburst Projects are diverse and dedicated to the mission and cause. The mix of staff bring a background of knowledge and experience from traditional education as well as life-lived experience. We have staff who are HIV positive themselves who can relate to the issues clients are experiencing.



SPECIALIZED CARE:

Sunburst Projects is known for providing a client first model of care that is tailored to each client's needs. 70% of our client interactions take place in the field. We meet our clients in their homes for therapy, at their medical appointments to advocate on their behalf and we assist clients with issues related to insurance, medication, housing, transportation, and food insecurities. The goal with all of our clients is to provide specialized care that removes barriers so clients can remain in care and virally suppressed.



VISIONARY LEADERSHIP:

The leadership of Sunburst Projects continues to look to the future, make changes that strengthen the organization and help fill gaps in service within the HIV community in Sacramento. Leadership staff's vision is supported by a dedicated Board of Directors. Together both groups are working harmoniously to build a world-class organization that will be relevant for many years to come.

THE NEXT THREE YEARS



To truly realize the potential of Sunburst Projects, we need to take programs and services and scale them to serve more PLWH. **Our goal is to have more clients receive our specialized high-quality services in order to live a healthy and virally suppressed life with HIV.** We cannot make that happen if we do not address the weakness, threats and opportunities that lie within the current organization.

There is a significant opportunity to serve clients with our existing programs and a substantial opportunity to add new program areas such as education, outreach, and prevention to gain more clients, generate new revenue and move the needle towards ending the HIV epidemic.

We remain committed to delivering quality services that are both specialized and compassionate just as our mission states, but know that based on the market opportunities we will need to expand to reach those clients not being served in Sacramento. Sunburst Projects has the potential to become a world-class organization that can help end the HIV epidemic.

OUR PRIORITIES

1

Focus on building an organization with a strong purpose and structure

- Revise the mission, vision, and core values of the organization to align with the work being done now and in the future.
- Develop a well aligned and balanced organization chart that reflects the needs of the organization and drives future staff growth as need and funding becomes available.
- Establish a detailed scope of work for all positions.
- Create a Quality Management Plan (QMP) that will measure each program and aid leadership on when and where to grow existing and new programs based on need and results.

What Will Success Look Like:

- A mission that defines how we do work
- A vision that gives everyone clear guidance on where we need to go
- A list of core values that direct our approach
- Staff have clearly identified roles and expectations for their individual jobs
- There is work-life balance for all employees
- Organization growth is justified based on measurable need and financial ability
- Leadership has quantitative and qualitative data to use when making organizational changes

2

Improve our organizational and operational capabilities

- Create program-wide policies and procedures for case management, mental health and education, outreach and prevention.
- Develop policies and procedures to support the day-to-day operations of Sunburst Projects.
- Establish a staff development program for all employees of Sunburst Projects that includes continuing education and required employment training.
- Implement a CRM (customer relationship database) to help drive higher quality service within all programs and provides leadership with quantitative data for decision making.
- Create a volunteer program to assist staff with jobs and responsibilities.
- Launch an educational, outreach and prevention program to build new clientele, raise awareness of Sunburst Project's services, add an additional revenue stream, and help increase local HIV/STD testing.
- Develop a regulatory and legislative policy that will help identify any changes that could positively or negatively affect Sunburst Projects, its funding or ability to provide services.
- Annually review the viability of keeping Camp Sunburst going each year in its same format and/or location.

What Will Success Look Like:

- Comprehensive manual of all policy and procedures accessible to all staff
- A yearly staff development plan with scheduled monthly trainings on important topics taught by community partners such as AETC.
- Fully functioning CRM for all client facing programs, grants, donors, volunteers and employee management.
- Volunteers working within our office and at events to support the work of Sunburst Projects.
- HIV/STI testing clinic and public awareness campaign promoting "Knowing Your Status."
- Leadership's involvement in local and state legislative action promoting HIV/AIDS.
- A youth program that kids can participate in and Sunburst Projects is able to sustain.

3

Increase ways to sustain the organization - diversify

- Identify ways to sustain the organization, diversify funding and programming.
- Add new programming that attracts different funding sources.
- Expand and grow fundraising operations.
- Develop a plan to identify individuals for legacy giving.

What Will Success Look Like:

- Annual Revenue consisting of 60% federal grants, 25% corporate/private grants and 15% fundraising events/private donations (including in-kind)
- Multiple revenue streams for each major program.
- Have a 90-day cash reserve on hand.
- 3 established annual fundraisers that bring in 150k in revenue income.
- Commitments from individuals planning to give legacy funds in the next 10 years.

4

Building purposeful and stronger community relations

- Strengthen existing and build new partnerships within the HIV community
- Connect with other providers locally and throughout the state
- Join and participate in organizations that align with our vision and mission

What Will Success Look Like:

- Staff attending community events and being recognized as part of Sunburst Projects.
- Other organizations look to Sunburst Projects for assistance and support.
- Sunburst Projects recognized for the work we do through awards and press.

5

Develop clear ways to communicate who we are

- Develop a communication strategy to bring better awareness to the work being done at Sunburst Projects.
- Create a communication plan to deploy our strategy.
- Strengthen our brand by creating a marketing plan to provide guidance to staff.

What Will Success Look Like:

- A recognized brand within our region and industry.
- Consistent brand messaging in everything we do.
- Community understanding of who we serve (demographics)



OUR NEW PROGRAMS AND SERVICES

We are expanding our core programs beyond just case management and mental health to better meet our mission and vision as well as some of the priorities within our strategic plan. Sunburst Projects has always been a post exposure driven service model and in order to make strides towards ending the HIV epidemic, we must move into doing work in the pre-exposure area. **The 2021 launch of an education, outreach and prevention program will help us attain goals we have set out to accomplish in the next three years.** The program will be anchored by a public awareness campaign and a testing clinic at the Sunburst Projects office.

The public awareness campaign will target underserved communities disproportionately affected by HIV/STIs. We will participate in community events and advertise through public transit in areas of Sacramento where these communities reside. Sunburst Projects has partnered with other organizations that serve these populations for referrals. **All of these directives touch a priority we have established in this plan.**

The testing clinic will offer private and anonymous testing without the stigma experienced at other sites. Clients will be tested by our certified and diverse staff, some of whom are HIV positive themselves. Our clinic will be barrier-free and will not require appointments, payment, personal information, or insurance eligibility to receive services. Our location is located in an underserved area of Sacramento making us unique. Upon receiving counseling, appropriate clients will leave our clinic with starter packs of PrEP or ART and will be given a warm hand-off to the County through our exclusive partnership with the Sexual Health Clinic.

This program will bring new awareness to who and what Sunburst Projects is and opens the doors to other funding, allowing us to diversify our revenue sources. As mentioned, we will also be able to target new underserved populations. Those who test positive for HIV who are eligible for services through Ryan White will be referred to our other programs. Driving our own referrals will help grow all of our programs.



GOALS TO MEET THE STRATEGIC PLAN

A Strategic Breakdown and Update document has been created and filled in with milestone dates for each action item that support the 5 key priorities areas. Staff have been assigned to certain projects and will report progress on this document throughout the next three years.

Being able to increase number of clients served in the next three years within the 3 main program areas of Sunburst Projects will help us meet our goals.

Clients Served	FY 2019 Actual	FY 2020 Actual	FY2021 Goal	FY2022 Goal	FY2023 Goal
Case Management	71	120	200	230	264
Mental Health	8	66	75	86	98
Testing Clinic			40	250	288

(Goals include a 15% growth per year. This is the suggested goal from the County of Sacramento for our Testing Clinic. These goals exceed our requirements for our Ryan White Grants)

GOALS FOR NEW EDUCATION, OUTREACH AND PREVENTION PROGRAM IN 2022

- Open a testing clinic at Sunburst Projects to test 250 unduplicated individuals for HIV and STIs by the end of 2022
- Participate in 5 grass-roots community events targeting under-tested populations in the greater Sacramento area
- Purchase 5 Sacramento Regional Transit bus ads on routes that travel through the target population communities.
- Distribute 10,000 "Know your Status" flyers that include information about getting tested at Sunburst Projects' testing clinic.
- Educate and dispense PrEP, PEP and ART to those receiving testing within the clinic to reduce the spread of HIV/STIs
- Distribute 12,000 condoms and 5,000 bottles of lube to promote safe sex.

FINANCIALS

	2018	2019	2020
Revenue	\$855,176	\$821,042	\$1,062,081
Expense	\$843,841	\$898,479	\$902,752
Net Revenue	\$11,335	\$-77,437	\$159,239
Margin	1.3%	-9.43%	15%

*2020 represents a change in leadership

FINANCIAL GOALS FOR THE NEXT THREE YEARS

In 2021, we plan to increase revenue by 17% and maintain a 10% margin. In the next 3 years, our goal is to increase revenue by 10% over the previous year and keep the profit margin above 5% each year. Our goal is to move closer to a 90-day operating cash reserve (\$300,000 est.) and shift our revenue away from just one federal grant revenue source and diversify our revenue sources to the following: 60% federal grants, 25% corporate/private grants & sponsorships and 15% fundraising events/private donations (including in-kind).

	2021 Goal	2022 Goal	2023 Goal
Revenue	\$1,279,955	\$1,407,750	\$1,559,825
Revenue Growth	10%	9.1%	8.5%
Net Revenue	\$129,000*	\$26,500	\$25,000
Margin	10%	1.8%	1.6%

*2020 Net Revenue included forgiveness of \$110,000 CARES Act PPP Loan

WHAT IS NEXT

Sunburst Projects is paving new ground in the fight against ending the HIV epidemic all while assisting those living with HIV. We are removing the barrier each day to quality care and working hard to meet **the national Ryan White goal of 90-90-90: 90% of clients are in medical care, 90% are on medication and 90% are virally suppressed.** Additionally, we are helping clients address mental health issues that plague those living with HIV in our community. In the next three years, we will expand our internal organization, strengthen our brand, and amplify awareness around knowing your HIV status. You just read about why and how we are going to do this. The when? Right now. A year from now. A decade from now. And so on. There will never not be a place for someone with HIV to receive services, nor someone who needs to know their HIV status. Where those two places meet...that is where Sunburst Projects lives, and that is where we - and you, if you believe in the mission of change - will grow, lead and deliver.

**MAKE IT
MATTER**

