

SECTOR TRANSFORMATION



National Rapid Response Technical Assistance

Requests for Support

Requests reviewed on a rolling basis

Contents

| | |
|---|----|
| Executive Summary | 1 |
| Background | 1 |
| Purpose | 3 |
| Eligibility | 3 |
| Approach | 4 |
| Requirements | 5 |
| Submission and Timeline | 6 |
| Restrictions | 6 |
| Pre-Application | 6 |
| Technical Assistance During the Pre-Application Process | 10 |

Executive Summary

The Sector Transformation initiative portfolio (STP) is designed to enhance HIV service organizations' efforts to respond to and thrive amidst a national contraction of funding and political hostility. STP is comprised of four focused pillars, each providing necessary support for different audiences and through different modalities:

- 1) *National Rapid Response* Technical Assistance (TA)
- 2) *Ecosystem Collective Impact Raising*
- 3) *Leadership Collaborative*
- 4) *HIV Systems & Tools Library*

AIDS United (AU) and The Collective Good (TCG) will jointly serve as the backbone infrastructure for all efforts, offering logistical coordination, TA, community connections, and select microgrants, with funding provided by Gilead Sciences. By anchoring the work of Sector Transformation in the principles of collective impact and transformational change, AU and TCG will support the development of coordinated, self-sustaining regional responses while also providing timely national assistance to organizations facing critical structural transitions.

Completion of this Request for Support is the first step in the process to receive TA under STP's ***National Rapid Response*** TA program. Through the *National Rapid Response* TA Program, organizations may receive TA at one of three levels:

1) **Level 1** - Level 1 resources are available to all organizations and do not require completion of this application. Resources will become available on the AIDS United website on August 1st, 2025 at AIDSUnited.org/Sectortransformation

- a. Access to online, self-guided resources, including AIDS United University courses via the Thinkific platform
- b. Exclusive access when new resources are launched

Level 2 and 3 - Application dependant

2) **Level 2**

- a. Time Limited Technical Assistance Support: 3-5 hours of phone/email comms with Sector Transformation staff
- b. Support for targeted leadership/operations/proposal writing challenges
- c. Connection to our TA Community Support Network, as appropriate
- d. Access to Level 1 TA resources

3) **Level 3**

- a. \$15,000.00 micro-grant to support staff time
- b. Receive a dedicated TA liaison who will provide and/or coordinate responsive TA support for the duration of the grant
- c. Receive personalized resource/training development
- d. Requires C-Suite and Board of Directors involvement
- e. Access to Level 1 TA resources

AU/TCG, in collaboration with STP's Advisory Board, will review applications **on a rolling basis**. Support for Level 2 will be provided based on staff availability; during the current grant year, support for Level 3 will be limited based on available resources.

Background

The HIV sector faces an inflection point, now more than ever. While our movement has faced crossroads before, the increasing political, judicial, and legislative attacks on the LGBTQ+ community and communities of color, uncertainty as to the stability of federal funding and the services it will support, cuts to state funding, declines in philanthropic investment, and the compounding

centuries-long effects of racial and health inequities, introduce renewed vulnerabilities into our sector's collective work to end the HIV epidemic as well as the syndemics of viral hepatitis, COVID-19, Mpox, mental health, violence, stigma, and overdose. These threats are exacerbated by an increasingly politically polarized environment which has resulted in an unprecedented rise in attacks on our communities and a resurgence of harmful stigmas, ultimately leading to increased vulnerabilities in the HIV safety net and HIV prevention efforts. Executive orders from the new administration leave the HIV community uncertain as to if – and how – we can continue our life saving work, particularly tailored services for transgender and other minority communities. Draft appropriations bills for fiscal year 2025 are already proposing significant cuts to HIV funding, as well as harmful riders that can impact the LGBTQ community, particularly trans people, reproductive rights, racial equity, and drug user health. At the same time, an increasingly activist and regressive judiciary is poised to undo decades of progress on LGBTQ rights while further dismantling the administrative state which enables so much of our nation's healthcare infrastructure. While advocacy efforts have shown success to date, the new administration's initial actions signal significant funding cuts, policy changes that will directly harm people living with and affected by HIV, and judicial actions that further roll back rights and protections for communities impacted by HIV.

The gravity of this moment calls for a new strategy. Conventional interventions address events and patterns through programmatic investments. In contrast, this initiative proposes to address the structures holding conditions in place by forming stronger bonds between organizations, assessing collectively the strengths and threats to the individual organizations and the ecosystems in which they work, and supporting organizations in deciding to adapt, merge, grow, go to ensure that HIV care and supportive services remain accessible to communities most impacted by HIV. Through STP, AU/TCG will provide support to ecosystems, organizations, and individuals considering existential threats to the viability and accessibility of the continuum of HIV care. All these efforts will be grounded in a racial justice framework to address health disparities and disrupt anti-Blackness and white supremacy within organizations, ecosystems, and other institutions.

Purpose

As organizations engage with the Sector Transformation Initiative's *National Rapid Response* TA program, coaching will support ecosystem-wide resilience and sustainability of core service provision by helping organizations plan for and execute systems-level changes to organizational structure and operations. These changes could fall within the following "Adapt/Go/Grow/Merge" framework. This framework recognizes that organizations must adapt to an evolving funding and service landscape while ensuring continuity of care and community impact. Opportunities within this framework could include:

Adapt

Adaptation may allow an organization to evolve its service model to open new revenue streams or meet emerging needs in the community, without significant

expansion.

- **Strategic Adaptation:** Some organizations may not expand significantly but may adjust their existing services to increase sustainability. This could involve streamlining operations, refining service delivery models, increasing the role of partners, or focusing on high-impact interventions.
- **Service Reduction:** Organizations may need to scale back programs or services. When this occurs, we will work closely with them to ensure reductions are strategic, prioritizing the most impactful services while considering the broader ecosystem needs. This includes identifying opportunities for other providers to effectively step in, ensuring continuity of care, and minimizing disruption to those in need.

Go

While each organization plays a critical role in their ecosystem, responsible closure may be the most viable decision for some. If an organization selects to go, careful planning will ensure:

- **Continuity of Care:** Clients must be connected to other providers to prevent disruptions in care.
- **Administrative and Legal Compliance:** Organizations will need guidance on fulfilling obligations related to grants, contracts, and employment.
- **Workforce Transition Support:** Staff should be assisted in transitioning to other roles within the ecosystem where possible.

Grow

In response to shifting challenges, some organizations may choose to grow, expanding their service models to open new revenue streams and better meet community needs. Growth strategies may include:

- **Service Expansion:** Organizations may broaden their scope by opening a community pharmacy, incorporating telehealth or mobile health services, or adopting integrated care models, such as an HIV medical home.
- **Revenue Diversification:** Organizations can explore innovative funding models, including social enterprises, value-based care arrangements, or partnerships with payers to sustain core services.

Merge

Through an ecosystem and organizational assessment process, some organizations may determine that merging with another entity is the most sustainable path forward. Mergers can:

- **Preserve Services:** Consolidating resources can help organizations continue to serve communities despite funding challenges.
- **Enhance Capacity:** Merging can create stronger, more resilient organizations by combining clinical services, advocacy, and community-based programs under one operational structure.
- **Reduce Competition for Scarce Resources:** A well-planned merger can align complementary services and funding streams to maximize impact.

This project recognizes that we cannot continue with a “business as usual” mindset in the current socio-political and financial climate. By supporting organizations

through an assessment, decision-making and planning process that considers organizational as well as ecosystem level inputs, will enable change that promotes sustainability of the sector and preservation of services for communities most impacted by HIV throughout a period of renewed threats.

Eligibility

To be eligible for funding through Sector Transformation's National Rapid Response, organizations must meet the following criteria:

- **Nonprofit Status** – Applicants must be nonprofit, tax-exempt organizations, per the guidelines set forth by the Internal Revenue Service, with proper 501(c)(3) status. Organizations or coalitions that do not hold 501(c)(3) status must have a fiscal sponsor. *Note that 501(c)(4) designation is not the same. While it is possible for an organization to have both IRS (c)(3) and (c)(4) status, AIDS United will verify that each applicant organization has a (c)(3) designation.*
- **Operating Budget** – There are no organizational annual operating budget limitations on this funding; organizations are eligible to apply regardless of their annual operating budget amount.
- **Good Standing** - Current or previous grantees of any AIDS United funding portfolio must be in good standing with regard to reporting and all other grant requirements.
- **Grant Period** – Applications are accepted and processed on a rolling basis. Applicants must be able to use the funds between the time of an accepted grant application and March 31, 2026
- **Relationship to AIDS United** – Current AIDS United grantees are eligible to apply. Organizations that have not been funded by AIDS United before are also eligible to apply.

Approach

- **Comprehensive Organizational Assessment** - Participating organizations will be required to complete a comprehensive organizational assessment to determine appropriate strategies and technical assistance needs. The assessment tool will help participating organizations to understand organizational capacity across 10 domains, including Organizational Structure, Financial Health and Planning, and Staff Capacity and Workflows.
- **Collective Impact** – Collective Impact is a framework that leverages a network of community members, organizations, and institutions to advance equity by learning together, aligning, and integrating their actions to achieve population- and systems-level change.¹
- **Transformational Change** – Transformation Change is a framework that entails large-scale and disruptive changes, like overhauling company culture or finding ways to incorporate novel and bold business models. It is a model that is holistic

¹ Collective Impact Forum. "What Is Collective Impact?" Accessed February 7, 2025. <https://collectiveimpactforum.org/what-is-collective-impact/>.

in scope, involves breakthroughs, and is about “being the change” we need to see in our environments.²

- **Intersectionality and Social Justice** – Intersectionality is a framework for understanding how interrelated systems of oppression support discrimination among people who share overlapping social identities. For example, a person living with HIV may face racism and homophobia, in addition to HIV stigma, all of which may present barriers to that individual’s access to care and their achievement of optimal health. Systemically, all must be addressed if we are to see an end to HIV in the United States and create real change for people living with and affected by HIV. Southern HIV Impact Fund grantees are expected to address HIV-related disparities through an intersectional framework through their organization’s ongoing work and proposed projects. Applicants can leverage the following resources to deepen their understanding of this approach:
 - [We the People Report](#) (Black AIDS Institute, 2020)
 - [A Declaration of Liberation: Building a Racially Just and Strategic Domestic HIV Movement](#) (HIV Racial Justice Now!, 2017)
- **Meaningful Involvement of People Living with HIV** – MIPA ensures that communities most affected by HIV are involved in decision-making at every level of the response, including in the development, implementation, resolution and evaluation of programs and policies that impact their lives. Competitive organizations will incorporate MIPA into their organizational management, staffing, board of directors, and governance, as well as their proposed project. Applicants can leverage [resources from AIDS United](#) to deepen their understanding of best practices for incorporating MIPA.

Requirements

- **For all Requests for Support:**
 - C-Suite members must guarantee participation in all components of TA
 - Requests must be focused on exploring, planning for, or executing transformational change, as defined above
 - Any funding provided is not meant to supplement or replace awards that have been cut, canceled, or delayed
- **Additional Requirements for Level 2 TA**
 - Members of the Board of Directors must guarantee consistent participation in TA and transformational change planning
 - Organizations must be willing to pilot a comprehensive baseline organizational assessment, which requires participation from both leadership and a representative selection of general staff

² Mediator Beyond Borders International. "What Is Transformational Change?" Last modified December 2019. Accessed February 7, 2025.
<https://mediatorsbeyondborders.org/wp-content/uploads/2019/12/What-is-Transformational-Change.pdf>.

Submission and Timeline

The request portal will open on **July 14, 2025**. Submissions will be reviewed on a rolling basis. Once all currently available Level 2 TA slots are filled, AU/TCG will only accept Level 1 TA support requests on a first-come-first-serve basis.

If there are no available Level 2 TA slots available, organizations may be placed on a wait list and re-reviewed when additional resources are made available.

Submitting a Request for Support is the first stage in our selection process.
Submitting a request for support is required; [click here to start your submission](#).

Restrictions

Grant funds may not be used for: medications or purchasing of medications; direct medical expenses, including lab expenses; existing deficits of Grantee; basic biomedical research, clinical research, or clinical trials; projects that directly influence or advance pharmaceutical business, including purchase, utilization, prescribing, formulary position, pricing, reimbursement, referral, recommendation or payment for pharmaceutical products; individuals with prescribing authority, individual health care providers, or physician group practices; events or programs that have already occurred; indirect expenses outside of the percentage noted in grantees' approved budgets; and/or direct or grassroots lobbying. An in-depth description of direct and grassroots lobbying can be [accessed here](#).

Organizations that discriminate based on race, color, gender, religion, disability, sexual orientation or gender identity or expression are not eligible to apply.

Request for Support Overview

Organizational Overview

1. Organization name
2. Organization Employer Identification Number (EIN)
3. Organization website
4. Organization Type (CBO/ASO/faith-based/human rights/clinic or medical provider/legal aid/health department/nonprofit organization not specified/other _____.)
5. Summarize the organization's mission (two to three sentences)
6. Year organization founded (Calendar Year)
7. Year organization began working in HIV (Calendar Year)
8. Staff Size
 - o 0-10
 - o 11-25
 - o 26-50
 - o 50+
9. Organization address

10. Organization city
11. Organization state
12. Organization zip code

Primary Contact Information

1. Primary contact name
2. Primary contact email
3. Primary contact phone
4. Primary contact title

Organizational Leadership

AIDS United seeks to understand the leadership of the organizations we fund. We define an organization as led by a certain demographic group or community when all the conditions below are met:

- 1) The executive director/highest paid staff or equivalent identifies as a member of the group.
- 2) 51%+ of senior leadership identify as part of the group.
- 3) 51%+ of staff identify as part of the group.

We recognize that these definitions are imperfect. We are committed to continued learning, updating our language and being cognizant of the ways in which HIV status, race, gender identity, sexual orientation, and lived/living experience impact people's access to power.

Based on the definition above is your organization led by:

If your organization does not collect data needed to answer this question, select "unsure."

| | Yes | No | Unsure |
|--|-----|----|--------|
| People living with HIV | | | |
| People of color | | | |
| Black, African American, African, or Afro Caribbean people | | | |
| American Indian, Native American, or Alaska Native people | | | |
| Native Hawaiian or other Pacific Islander | | | |
| Asian people | | | |
| Latino, Latina, Latinx, Latine people | | | |

| | | | |
|--|--|--|--|
| Women of trans experience | | | |
| Men of trans experience | | | |
| Lesbian, gay, bisexual, queer, asexual, aromantic and same-gender-loving people | | | |
| Cisgender women | | | |
| People who use drugs | | | |
| Sex workers | | | |
| People who are or have been unhoused/unstably housed | | | |
| People with a history of incarceration | | | |
| Youth (under the age of 24) | | | |
| Lifetime survivor or Dandelion | | | |
| People with other relevant lived experience (please specify) | | | |

Please share any additional information you would like about the demographics of your organization and how the leadership is reflective of the intersectional experiences and identities of the people that you serve.

If your organization does not collect the data needed to answer any of the questions, please explain why your organization does not collect the information.

Fiscal Sponsor Information, if applicable

1. Name
2. Address, City, State, Zip Code
3. Employer Identification Number (EIN)
4. Website
5. Contact person name
6. Contact person title
7. Contact person email
8. Contact person phone number

Organizational Budget

1. Total organizational budget, rounded to the nearest dollar (current fiscal year)
2. Current Budget Year Start Date
3. Current Budget Year End Date

Conflicts of Interest

1. Are you or any member of your organization an employee of AIDS United, a member of AIDS United's Board of Trustees, or the Public Policy Council (PPC)?
 - a. If yes, please provide the person's name(s) & role (Employee, Board of Trustees, Public Policy Council)
 - b. No
 - i. If the answer was "yes" to the question above, do you attest that this person will recuse themselves from any involvement in the application process and/or financial decisions associated with this opportunity?
 1. Yes
 2. No

Request for Support Overview

1. Project title
2. How many individuals are served by your organization each year?
3. Geographies served by your organization
 - o Area served by your organization (urban, suburban, rural, reservation). *Check all that apply.*
 - o Geographical scope of your organization (local, statewide, regional, national). *Check all that apply.*
 - o Describe Location
4. What services or programming are provided by your organization?
Please check all that apply.
 - o Prevention
 - o Linkage to care services
 - o HIV care and treatment (directly provided by your organization)
 - o HIV care and treatment (referrals to other providers)
 - o Retention in care services
 - o Social services (directly provided by your organization)
 - o Social services (referrals to other providers)
 - o Digital campaigns and events
 - o Harm reduction
 - o Training and leadership development
 - o Advocacy
 - o Additional services or programming
 - Please specify

5. Please indicate which of the following groups your organization primarily engages.. *Check all that apply.*
- o Black/African American/African/Afro Caribbean people
 - o Latino/Latina/Latinx/Latine people
 - o American Indian, Native American, Native Hawaiian or Alaska Native people
 - o Asian, Asian American, or Pacific Islander people
 - o People of color
 - o White people
 - o People aged 50 and older
 - o Young people aged 25 and under
 - o Lifetime survivors or Dandelions
 - o Women of trans experience
 - o Cisgender women
 - o Men of trans experience
 - o Cisgender men
 - o Gender nonbinary, gender nonconforming or genderfluid individuals
 - o LGBTQA+/SGL people
 - o People living with HIV or AIDS
 - o People living with viral hepatitis
 - o Sex workers
 - o People who use drugs
 - o System-impacted individuals (i.e., those in or who have formerly been in jail or prison)
 - o Immigrant populations
 - o People who are homeless or unstably housed
 - o People in rural communities
 - o Additional groups (specify)
6. If you will conduct your proposed project in partnership with other organizations, please name your partners, outline the roles and responsibilities of each, and describe any history of past collaboration.

Request for Support Narrative

- How has the rapidly changing social, political and economic environment impacted your organization?
- How is your organization considering transformational change, including growth, responsible closure, merger, or adaptation of services, in response to the environment?
- How ready is your team to execute such a change? (select one)
 - o We have not begun discussing changes
 - o We are contemplating/researching changes
 - o We have chosen a change pathway but need support to execute
 - o We have begun planning transformational change
 - o We are currently executing transformational change
- How could a microgrant and/or technical assistance support your organization in navigating these potential changes? Please describe the type

of technical assistance you would like to receive, including topics or methods of TA provision preferred, and/or how a microgrant would be utilized.

- If selected, can Executive Leadership and Board members commit to working with the Sector Transformation team throughout the TA process?

Technical Assistance During the Request for Support Process

AIDS United is committed to assisting applicants with the preparation of a complete and responsive pre-application. Our staff will be available to answer any questions and provide technical assistance. Please direct all questions about Sector Transformation's *National Rapid Response* TA program and Request for Support to sectortransformation@aidsunited.org. Technical questions about the Request for Support submission system can be directed to grants@aidsunited.org. Additionally, a webinar will be held on **Thursday, July 24, at 2:00pm ET/11:00am PT** to provide clarification about this announcement and key submission tips.

Thank you for your interest in Sector Transformation's National Rapid Response TA Program and your commitment to people living with and affected by HIV!