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# STRATEGIC PLAN EXECUTIVE SUMMARY



Prepared and Presented by

JSL COMMUNITY STRATEGIES  
JENNIFER LOBENHOFER, PRINCIPAL

# INTRODUCTION

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For 36 years, Cancer Support Community South Bay has provided psychosocial and emotional support to over 26,000 cancer patients and their loved ones. Research has shown that this type of support reduces isolation, improves quality of life, and is an important supplement to one's medical treatment plan. Each month, CSC South Bay offers over 200 programs, services, classes, and workshops, all completely free of charge. This support is integral to cancer patients in active treatment, those returning to wellness post-treatment and long-term survivors, as well as their family members, caregivers and other loved ones, ages 5 and up.

With a network that includes the entire South Bay, Long Beach and Orange County, as well as a service area that includes 77 cities and 226 zip codes, CSC South Bay's Board of Directors and Leadership determined that the strategic expansion of programs a critical step for the organization to take in the next few years.

Our three-year strategic plan focuses on expanding program services to Long Beach and to a greater number of people in our historically-underserved communities. We recognize that a strategic plan requires both clear direction to facilitate prioritization and flexibility to adapt to internal and external changes over time. CSC South Bay's Leadership is committed to regularly reviewing this plan during implementation to track progress and adjust strategies as warranted.





## MISSION

The mission of Cancer Support Community South Bay is to uplift and strengthen people impacted by cancer by providing support, fostering compassionate communities, and breaking down barriers to care.

## VISION

Everyone impacted by cancer receives the support they want and need throughout their experience.

## CORE VALUES

**Resourceful:** We seek to provide the most appropriate support, education, and connections to meet the unique needs of every person and family facing cancer.

**Empowerment:** We offer knowledge and support with the purpose of instilling confidence for cancer patients and their loved ones to advocate for themselves and live their fullest lives.

**Accessibility:** Our services are free, and offered in ways that are inclusive and meet every person facing cancer where they are, regardless of community, ability, culture, age, or income.

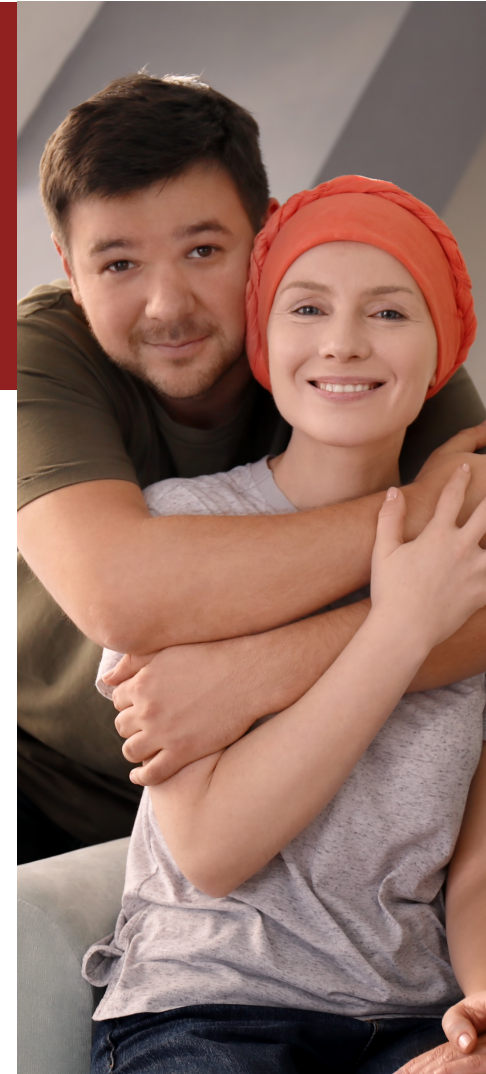
**Community:** We strive to build and sustain a community where all individuals and families facing cancer are comforted, cared for, and trust that they can rely on our team and each other. We believe in the power of shared knowledge and experience.

**Hope:** We believe in fostering an environment where hope thrives, offering support, encouragement, and understanding to those impacted by cancer.

# STRATEGIC FRAMEWORK

## 3-YEAR VISION

In three years, Cancer Support Community South Bay will have expanded its program services and presence in Long Beach and will continue to provide its high-quality services within its historically-served communities. To ensure achievement of this vision, CSC South Bay will have strengthened community partnerships, marketing, and outreach capabilities, an optimized revenue and fundraising model, and strengthened Board governance and oversight practices.



## GOALS & OBJECTIVES

### I. PROGRAMS

#### **Built-out program services in Long Beach, and meeting more of the needs of the people we are serving within our current communities**

- A. Sufficient program services, participation, and staffing to establish a meaningful presence in Long Beach
- B. Enhanced support of participants and their families through expanded programs and referrals targeted to meet complex individual needs
- C. Increased numbers of lower-income, racial/ethnic minorities, and other underserved communities served by CSC South Bay as a proportion of our overall participant population
- D. Specified outcome and impact measures to ensure high-quality program services

# STRATEGIC FRAMEWORK



## II. OUTREACH

### **Expanded and strengthened community partnerships, marketing, and outreach to increase our presence in Long Beach as well as historically-served communities**

- A. Build on current outreach activities to enhance community relationships to expand presence and awareness in Long Beach as well as historically-served communities
- B. Increased brand awareness in Long Beach as well as in historically-served communities.
- C. Coordination with current hospital/medical community partnerships in Long Beach to strengthen our relationships and increase patient referrals to program services

## III. REVENUE

### **More diverse, balanced, and sustainable annual revenue, yielded by strengthened and focused fundraising efforts**

- A. Development and implementation of a comprehensive fundraising plan to achieve appropriately balanced, diverse, and sustainable revenue mix, including targets for appropriate %s through each type of source, to support enhanced and expanded program services
- B. Build on existing fundraising model to strategize for increase in revenue over next three years to support program services expansion

# STRATEGIC FRAMEWORK

## IV. BOARD DEVELOPMENT

### Strengthened Board governance and structure to ensure organization's sustainability

- A. Enhanced Board recruitment and composition to be more representative of communities served, including Long Beach and other new markets within the service area, and provide needed skills and expertise
- B. Updated Board bylaws and all Board-related documents and policies to ensure best-practice governance, oversight, and support of the organization
- C. Increased fundraising knowledge and active participation of Board

