

# **CANCER RESOURCE CENTER OF THE FINGER LAKES STRATEGIC PLAN 2016-2021**

**Mission:** *To create and sustain a community of support for people living with or affected by cancer.*

**Vision:** *No one should face cancer alone.*

**Values:** *At the Cancer Resource Center we value:  
Community Respect Compassion Integrity Inclusion*

*These values drive our work and guide the organization in its decision making.*

## **Overarching Priorities**

- I.** Providing Top Quality Support and Services
- II.** Extending Our Reach
- III.** Strengthening our Revenue Streams
- IV.** Ensuring Effective Governance

## I. Providing Top Quality Support and Services

We strive to provide caring and thoughtful support to our community members and to ensure the highest quality service by our staff and volunteers through ongoing training and assessment.

We will:

I.A. Provide the highest quality care and services to our clients, including families and caregivers.

I.B. Provide exceptional training for staff and volunteers that will enable them to enhance their skills and support them intellectually and emotionally in their work.

I.C. Provide comfortable, convenient, accessible, and safe places for our clients, staff and volunteers to meet, relax and work.

I.D. Strengthen our partnership with Cayuga Health System to provide timely and excellent support to our clients, and their patients, and to increase the overall quality of cancer services provided in our community.

I.E. Become a national model for cancer support organizations in communities of similar size.

## II. Extending Our Reach

We strive to serve those who are living with or affected by cancer. To date we have done this by focusing our efforts on the people of Tompkins County, people who are using medical services at Cayuga Medical Center, those who have found us on the Internet, through word of mouth, and through community connections. We want to ensure we are reaching everyone affected by cancer across our service area in diverse communities and at every economic level. We would like to extend services into nearby communities in a variety of ways.

We will:

II.A. Ensure that all who receive a cancer diagnosis in our community know about the Cancer Resource Center and the services available.

II.B. Communicate our mission and message clearly and effectively through public education, public relations, and a clear communications strategy.

II.C. Achieve diversity and inclusion throughout the organization: staff, board, clients, and volunteers.

II.D. Strive to reach underserved and rural populations throughout our community.

II.E. Build relationships with regional medical centers and staff, human service organizations, and religious and community groups, to broaden CRC's reach and enhance our services.

II.F. Determine whether to expand CRC's current geographic service area.

### III. Strengthening our Revenue Streams

To stabilize and to make CRC's revenues more predictable we will be more creative, focused, and deliberate in our fundraising strategies, placing increased emphasis on secure, multi-year income streams while strengthening those sources we already have. While important under current operational circumstances, this will take even greater importance should we expand our services and/or geographic service area. In pursuing this plan, careful attention must be paid to the burden on current staff and to the possible need for additional help and/or personnel.

We will:

- III.A. Strengthen CRC's current revenue streams.
- III.B. Continue to develop Board members as ambassadors, and to foster connections with friends, community members and foundations to support the organization's human and fiscal capital.
- III.C. Create additional secure and on-going revenue streams.
- III.D. Evaluate the hiring a full-time professional development officer or a part-time consultant.

### IV. Ensuring Effective Governance

To create and to sustain the organization and to provide a community of support, we must have an effective organizational structure, excellent communications, an informed, motivated and engaged board of directors, and a capable, committed and professional staff.

We will:

- IV.A. Utilize the strategic plan, an annual assessment of needs, and an annual development plan to create the annual budget.
- IV.B. Utilize the Financial Guidelines of the organization to ensure good fiscal management with flexibility when it is needed.
- IV.C. Continue the recruitment of diverse, capable, committed and engaged board members and ensure excellent orientation and ongoing training.
- IV.D. Conduct annual assessments of the board and executive director.
- IV.E. Ensure there is compliance with board policies and federal and state regulations regarding human resources, confidentiality and fiduciary responsibilities.