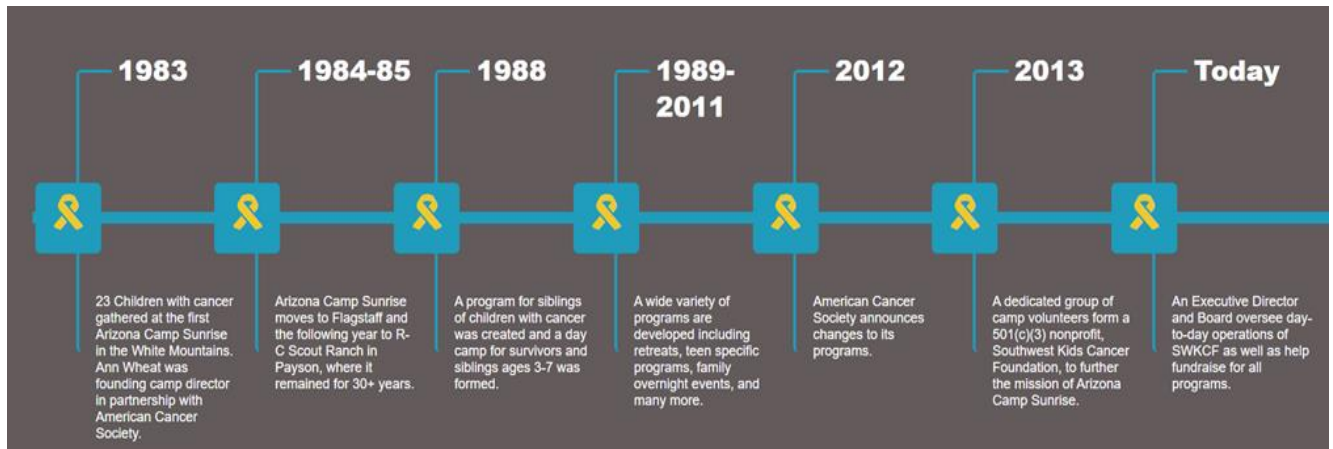


# Southwest Kids Cancer Foundation (SWKCF) Strategic Plan 2021-2024

## Overview of Southwest Kids Cancer Foundation (SWKCF)

Arizona Camp Sunrise was founded in 1983 as a program of the American Cancer Society, and is now operated by Southwest Kids Cancer Foundation (SWKCF). In 2013, the Southwest Kids Cancer Foundation (SWKCF) was founded by former campers and volunteers to actively preserve and advance Arizona Camp Sunrise & Sidekicks camps and programs after the American Cancer Society announced changes to its programs.

Today, Southwest Kids Cancer Foundation, Inc. is a not-for-profit, 501(c)(3) organization that provides exciting and fun, medically staffed, year-round programs for families who have been affected by childhood cancer. Camp programs serve families across the entire state of Arizona, as well as Nevada and New Mexico, and include programs for children who have or have had cancer and their siblings, ages 3- 18 years old. Our signature camp programs include free summer camp experiences for kids with cancer, and their siblings. Our camp programming is offered to children throughout their cancer journey, into survivorship, and for those children who have lost their sibling to cancer. We are solely committed to ensuring that our life-changing programs remain available to children and families at no cost.



## Vision

Southwest Kids Cancer Foundation, Inc. aims to provide innovative, holistic programming that supports and enriches the life of every child and family in the Southwestern United States affected by pediatric cancer.

## Mission

To preserve and advance exciting and fun, medically staffed, year-round Arizona Camp Sunrise and Sidekicks programs for pediatric cancer patients, survivors and their siblings.

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## Values

- **Diversity:** ensuring that camper and volunteer recruitment is inclusive of different social and ethnic backgrounds, genders, sexual orientations, etc., and program offerings include and/or involve people from these groups
- **Equity:** ensuring that each camper and volunteer gets what they need from their camp experiences based on their current situation
- **Accessibility:** ensuring that camp opportunities and environments are designed to be usable by all campers and volunteers regardless of their abilities
- **Inclusion:** providing equal access to camp opportunities and resources for campers and volunteers who might otherwise be excluded or marginalized, such as those who have physical or mental disabilities, members of other minority groups
- **Growth Mindset:** engaging our campers and volunteers in opportunities where they can learn, adapt, innovate, and grow; embracing continuous improvement of our organization and programs

## Accomplishments

Since the 1980's our summer camps have served as a safe haven for pediatric cancer fighters, survivors and their siblings from all over Arizona, New Mexico and Nevada. Each year, SWKCF hosts over 200 children at our retreats and summer camps in Northern Arizona.

- Arizona Camp Sunrise, a camp for cancer patients and survivors of cancer, has hosted an average of 68 campers over the last five years.
- Sidekicks, a camp for siblings of cancer patients, survivors and angels, has hosted an average of 116 campers over the same time frame.
- Spring and Winter retreats have each averaged around 45 campers over the last five years as well.
- Annually, we employ more than 100 volunteers to ensure that all camp experiences are fun and exciting for our campers while also being medically supervised. Our offerings are always cost free to the families.

As a non-profit we rely on the generosity of private and corporate donors, fundraisers, grants, and sponsorships in order to continue providing a fulfilling camp experience. Each year we benefit from the generosity of hundreds of donors, attendees and sponsors who continue to help our cause. To raise both awareness and funds, we have held two large events each year: our gala and golf tournament. Each

## Southwest Kids Cancer Foundation (SWKCF) Strategic Plan 2021-2024

event brings in thousands of dollars through attendance and donations. These funds go directly to camp for programming, food, transportation, and housing.

### **Description of Key Programs**

#### ***Arizona Camp Sunrise & Sidekicks***

Camp is a safe place where kids get to express their emotions, challenge themselves, try new things, and create life-long friendships with others who have triumphed in the face of the same hardship. These weeklong, sleep-away camps include a variety of activities like hiking, low ropes, archery, arts and crafts, talent show and our famous Jell-O war!

#### ***Day Camp, Retreats & Other Camp Programming***

Day Camps are for children who have or had cancer and their siblings, ages 3-7. Campers experience a variety of activities over two weeks, including games, arts and crafts, field trips, and swimming. Our retreats offer a weekend getaway for Arizona Camp Sunrise and Sidekicks campers. Staff and volunteers lead various indoor and outdoor activities. We also offer many additional programs throughout the year that are both in person and virtual.

### **Volunteer Recruitment & Engagement**

Volunteers are the life-blood of our organization! We have several engagement opportunities for people to participate in throughout the year including our camps, fundraisers, staff/volunteer outings and various local and virtual programming opportunities. We are always looking for new volunteers and have several available volunteer positions including camp volunteers and medical volunteers. Our volunteers are trained and must pass a background check in order to be eligible to volunteer with our organization.

### ***Fundraising & Community Engagement***

Fundraising and community engagement go hand in hand as our fundraisers are heavily reliant on the word of mouth aspect achieved through community engagement. Each year we hold both large and small fundraisers with various partners. SWCKF is an approved charitable organization, and donations are eligible for the Arizona Tax Credit program.

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## Communications & Marketing

Communications and marketing come in many forms. Our new website hosts a single space where individuals can find information about our camps and program offerings, how to volunteer, donate and a calendar of our events. Utilization of social media is also an important way to get information out to our volunteers and families. Tabling and community events allow us to share what our organization does with those who may not already know about us. Our wearable merchandise helps to spread the word about our foundation and its offerings.

### Overview of 2021-2024 Strategic Plan:

| <u>Objectives</u>                               | <u>Key Considerations &amp; Activities</u>  |
|---|---|
| Improve Organizational Development & Management | <ul style="list-style-type: none"> <li>• Improve SWKCF culture</li> <li>• Board: Recruitment &amp; development</li> <li>• Staff: New positions, hiring process, &amp; annual evaluations</li> <li>• Volunteer: Recruitment, seasonal hiring &amp; engagement</li> <li>• Associated policies and procedures</li> </ul>   |
| Expand Programming & Increase Impact            | <ul style="list-style-type: none"> <li>• Provide complementary and coordinated virtual camp experiences with Camp Sunrise &amp; Sidekicks for campers unable to attend in person</li> <li>• Provide year-round programming for ages 3-18: virtual and in person, "camp-style" activities</li> <li>• Provide full range of programs for ages 3-18, virtual and in person</li> <li>• Increase impact by increasing engagement and participation in program offerings</li> </ul> |
| Ensure Financial Sustainability                 | <ul style="list-style-type: none"> <li>• Diversify revenue: grants, events, corporate giving and direct donor contributions</li> <li>• Increase fundraising/revenues</li> <li>• Minimize expenses and maximize return on investment for all programs and activities</li> <li>• Create financial reserve</li> </ul>  |
| Improve Communications, Engagement & Outreach   | <ul style="list-style-type: none"> <li>• Improve volunteer communication, engagement and outreach</li> <li>• Improve community communication, engagement and outreach</li> <li>• Improve family communication, engagement and outreach</li> <li>• Develop marketing collateral</li> </ul>   |

# Southwest Kids Cancer Foundation (SWKCF) Strategic Plan 2021-2024

## 2021-2024 Objectives, SMART Goals & Action Plans

**Objective #1:** Improve Organizational Development and Management of SWKCF Board, Staff and Volunteers

Considerations from Camp Leadership (from Camp Strategic Plan):

- Improve and increase the diversity of the board, staff, volunteers, families, and other stakeholders
- Development and implement a recruitment plan
- Improve and increase volunteer engagement
- Improve and expand on volunteer opportunities
- Empower more volunteers to be public ambassadors for the programs
- Expand online training modules
- Identify areas for additional leadership opportunities

Consider:

- Improve SWKCF culture
- Board: Recruitment & development
- Staff: New positions, hiring process, & annual evaluations
- Volunteer: Recruitment, seasonal hiring & engagement
- Associated policies and procedures

**SMART Goals** (Specific, Measurable, Attainable, Relevant, Time Bound):

- SMART Goal #1: Annually, SWKCF will improve volunteers' rating that they "feel impactful as a volunteer", by 5 percentage points compared to 2020 baseline, by increasing volunteer engagement and leadership opportunities across all programs and events, as measured by annual surveys and program management files. Baseline: 2020 volunteer survey: 68%.
- SMART Goal #2: Annually, SWKCF will improve volunteers' rating that their "ideas are heard by the organization", by 3 percentage points compared to 2020 baseline, by increasing opportunities for volunteers to authentically engage with Board and staff, as measured by annual surveys and program management files. Baseline: 2020 volunteer survey: 77%.
- SMART Goal #3: By 2024, SWKCF will increase the representation of race/ethnicity of its camp volunteers, to more closely reflect the Arizona Census data 2019, as measured by self-reported volunteer data in program records. SWKCF Baselines: 73% White, 8% Hispanic, 8% mixed race and 2% Asian (2020 volunteer survey), gender identity 60% Female, 39% Male, 1% other (2019 volunteer database), and age 29.5 yrs. old median (2019 volunteer database). AZ 2019 Census: 54% White, 32% Hispanic, 2% mixed race, 3% Asian, 4% Black, 4% Native American; 50% Female/Male; and 38 yrs. old median.

# Southwest Kids Cancer Foundation (SWKCF) Strategic Plan 2021-2024

## Action Plan and Outcomes

| <i><b>What do we do to accomplish our goals and objectives (strategies)?</b></i>   | <i><b>What are the tangible products of our activities (evidence)?</b></i>   |
|--|--|
| G1: Implement volunteer communications plan (developed by the communications committee) to increase volunteer knowledge and awareness of impact and Board activities   | <ul style="list-style-type: none"> <li>• Plan may include:</li> <li>• Create an electronic newsletter for volunteers, donors, and stakeholders</li> <li>• Bi-yearly newsletter to volunteers list only</li> <li>• Quarterly newsletter to volunteers, donors and stakeholders list</li> <li>• Newsletter communicates the results of:               <ul style="list-style-type: none"> <li>○ SWKCF past activities, events, and fundraisers, and their impact on campers and families</li> <li>○ SWKCF upcoming activities, events and fundraisers</li> <li>○ Board meetings, highlights, updates on strategic plan</li> <li>○ Opportunities for volunteer engagement</li> </ul> </li> </ul> |
| G1: Conduct an audit of existing policies and procedures regarding recruiting, selecting and assigning volunteers to positions and leadership opportunities, training, and evaluating staff to determine opportunities for improvement | <ul style="list-style-type: none"> <li>• Identify all existing policies and procedures for review</li> <li>• Research best practices via COCA or other organizations, compare to our existing tools</li> <li>• Establish a working group to review and analyze existing policies and procedures</li> <li>• Report findings and recommendations to Board</li> <li>• Act on approved recommendations</li> </ul>  |
| G1: Create and begin implementing a three-year staffing plan that addresses the roles/responsibilities, recruitment, selection and succession of lead volunteer positions  | <ul style="list-style-type: none"> <li>• Utilize results of the audit to finalize three-year staffing plan</li> <li>• Board approval of updated job descriptions: Camp Director, Program Coordinator, Family Coordinator</li> <li>• Recruit, interview and select Camp Director, Program Coordinator, Family Coordinator</li> <li>• Establish a mentoring program for leadership positions that supports succession planning</li> </ul>  |
| G1: Create opportunities to distribute leadership responsibilities and camp experiences to more volunteers   | <ul style="list-style-type: none"> <li>• Redefine Assistant Camp Director, Program Coordinator and Family Coordinator roles to create a “career ladder” to lead volunteer positions</li> <li>• Use audit findings from policies and procedures review, update or create any necessary documents for assigning/hiring volunteers for camp experiences that reflect our equity, inclusion and diversity values</li> </ul>  |

## Southwest Kids Cancer Foundation (SWKCF) Strategic Plan 2021-2024

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| <p>G1: Create a volunteer appreciation and recognition program to highlight volunteer impact, etc.</p>             | <ul style="list-style-type: none"> <li>• Create a committee made up of volunteers, Board members and Executive Director to develop recommendations and budget requests for Board approval</li> <li>• Examples could include:             <ul style="list-style-type: none"> <li>○ Spotlight volunteers in newsletter and on webpage</li> <li>○ Recognition of volunteers at fundraising, events, etc.</li> <li>○ Birthday cards for volunteers</li> <li>○ Gifts</li> </ul> </li> </ul>  |
| <p>G2: Create opportunities for volunteers to provide input and guidance by directly engaging with Board</p>       | <ul style="list-style-type: none"> <li>• Create the Board’s Advisory Committee process to engage more volunteers in Board decisions</li> <li>• Create a rotating one-year Volunteer-at-Large Board member position that is recruited and selected from volunteers</li> <li>• Create procedures for recruiting and selecting volunteers to Advisory Committee and Volunteer-at-Large Board position</li> </ul>   |
| <p>G2: Create volunteer engagement town halls and orientations- for non-camp related activities</p>                | <ul style="list-style-type: none"> <li>• Share information about SWKCF</li> <li>• Use it to recruit for daily/events/activities</li> <li>• Offer incentives for volunteers to attend, i.e., win a prize in a raffle</li> <li>• Conduct via Zoom to make it easier for volunteers to participate</li> </ul>  |
| <p>G2: Engage volunteers to solicit their feedback regarding program effectiveness, satisfaction, impact, etc.</p> | <ul style="list-style-type: none"> <li>• Update the volunteer database to include communication preferences, email addresses, phone/text messages, etc. and have all volunteers update that information</li> <li>• Conduct at least an annual volunteer survey             <ul style="list-style-type: none"> <li>○ To determine best communication methods to ensure broad coverage and improve: call, text, email</li> <li>○ Determine why they are volunteering?</li> <li>○ Determine what incentivizes them to participate?</li> <li>○ Identify the different types of volunteers needed/work to be done</li> </ul> </li> <li>• Report findings from surveys to volunteers and Board</li> <li>• Act on recommendations, when appropriate</li> <li>• Create an Ombudsman volunteer position that supports volunteer communication with Board and Executive Director</li> </ul> |

## Southwest Kids Cancer Foundation (SWKCF) Strategic Plan 2021-2024

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| <p>G3: Create a volunteer recruitment plan and work with communications and outreach committee to ensure efficient outreach</p> | <ul style="list-style-type: none"> <li>• Create committee of volunteers, Board members and Executive Director to develop plan</li> <li>• Establish targets for race/ethnicity, gender identity, and age and include regional focus             <ul style="list-style-type: none"> <li>○ Determine week-day, weekend, week-long events and determine blocks of volunteer: teams, individuals, etc. understand the number of hours and people we need</li> </ul> </li> <li>• Update Campsite to collect race/ethnicity data from volunteers to allow for future analysis and review</li> <li>• Consider recruitment strategies             <ul style="list-style-type: none"> <li>○ Strategies to focus on child life specialists, nurses, and doctors</li> <li>○ Volunteers for virtual and live events</li> <li>○ Volunteers for monthly, as well as summer camp activities</li> <li>○ Volunteers for fundraising and other events</li> <li>○ Internships opportunities</li> <li>○ Build relationships with local universities/community colleges</li> <li>○ Identify/partner with volunteer groups (Like NHN. Kohl's employees, Microsoft, Intel, Boeing, others who do volunteer work</li> <li>○ Tabling events- races, etc.</li> </ul> </li> <li>• Determine budget needed to implement recruitment plan and seek Board approval</li> </ul> |
| <p>G3: Create, adopt and share SWKCF diversity/non-discrimination policy addressing volunteer, Board members and families</p>   | <ul style="list-style-type: none"> <li>• Create and adopt policy</li> <li>• Create a process for notification or complaint for violations of approved policy</li> <li>• Communicate and train volunteers and families on the policy and reporting process</li> <li>• Update website, social media, registration portals, and all communication materials to include policy</li> <li>• Camp registration materials updated to reflect policy</li> </ul>   |

**Objective #2:** Expanding SWKCF Program Offerings and Increase Impact to Families in the Southwest

Considerations from Camp Leadership (from Camp Strategic Plan):

- Develop and manage programs that align with the mission and are fiscally stable.
- Focus on “camp” like experiences to allow the kids strengthen bonds with other kids in similar situations, with nature and to unplug from the technological world
- Expand retreats to provide opportunities for both teens and younger campers



## Southwest Kids Cancer Foundation (SWKCF) Strategic Plan 2021-2024

- Create an action plan to determine feasibility of bringing back the following programs:
  - Lake Powell houseboat camp
  - River rafting weekend
  - Winter & Spring retreats
  - Tucson Day Camp
  - Redevelop Family Camp
- Ensure that sufficient staff are certified in Low Ropes Leadership, Archery, Lifeguarding, and any other trainings necessary

Consider:

- Provide complementary and coordinated virtual camp experiences with Camp Sunrise & Sidekicks for campers unable to attend in person
- Provide year-round programming for ages 3-18: virtual and in person, "camp-style" activities
- Provide full range of programs for ages 3-18, virtual and in person
- Increase impact by increasing engagement and participation in program offerings

**SMART Goals** (Specific, Measurable, Attainable, Relevant, Time Bound):

- SMART Goal #1: By 2021, SWKCF will complete a comprehensive review of camp location review of potential camp facilities, and select a feasible camp location that meets our criteria, as measured by program management files.
- SMART Goal #2: By 2024, SWKCF will increase the impact of our programming on campers and families, by doubling the number of in person and virtual program offerings, compared to 2019 (in person) and 2020 (virtual). Baselines: 6 live program offerings, 4 virtual program offerings.
- SMART Goal #3: By 2024, SWKCF will increase the impact of our programming on campers by increasing participation by at least 20% for all program offerings, compared to 2019 for all in-person activities or 2020 for all virtual activities. Baselines: 201 campers all in-person and 164 campers all virtual.

### Action Plan and Outcomes

| <i>What do we do to accomplish our goals and objectives (strategies)?</i>  | <i>What are the tangible products of our activities (evidence)?</i>   |
|--|---|
| G1: Select an appropriate campsite location that allows Camp Sunrise and Sidekicks to offer current and expanded programming | <ul style="list-style-type: none"> <li>• Establish campsite review committee that includes Board members, volunteers and camp leadership</li> <li>• Create criteria and rubric to evaluate possible campsite locations for in-person camp- utilize ACA standards, alignment to SWKCF values and needs</li> <li>• Create a shortlist of locations that meet initial criteria and then conduct site visits</li> </ul> |

## Southwest Kids Cancer Foundation (SWKCF) Strategic Plan 2021-2024

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|   | <ul style="list-style-type: none"> <li>• Select and get Board approval to enter into contract with campsite</li> </ul>  |
| <p>G2: Solicit feedback from families and volunteers to determine program ideas and interests to ensure that program events are well attended and meet the needs of our campers</p> | <ul style="list-style-type: none"> <li>• Conduct survey of families to determine interests for in-person and virtual program options</li> <li>• Conduct survey of volunteers to determine ideas for expanded in-person and virtual activities</li> <li>• Conduct focus groups of volunteers and families to follow up on survey results</li> </ul>  |
| <p>G2: Expand program committee representation and participation to ensure a broad range of recommendations, impact, etc.</p>   | <ul style="list-style-type: none"> <li>• Recruit volunteers for program committee             <ul style="list-style-type: none"> <li>○ Set targets by years of volunteering experience to ensure</li> <li>○ Utilize all available tools- email, Facebook, RSS/text- for recruitment</li> </ul> </li> <li>• Solicit program recommendations from all volunteers that can be submitted and reviewed by program committee for approval</li> <li>• Create a “principles of camp activities” document that guides our program development (leverage and utilize ACA class outline/documentation to create these principles)</li> <li>• Add these principles to the activity form- so all program volunteers address these principles in their submissions</li> <li>• Utilize the ACA Field Guide for all planning to ensure COVID compliance</li> </ul>  |
| <p>G2: Create an annual program calendar, including virtual events and summer camp, in-person, virtual/hybrid, retreats, etc.</p>   | <ul style="list-style-type: none"> <li>• Utilize survey results to prioritize and create programming and annual calendar</li> <li>• Utilize family and volunteer feedback to determine which new and previously offered camp programs (i.e., retreats, family camp, Lake Powell, etc.) should be included in the calendar</li> <li>• Create small, family type gatherings that provide consistent opportunities, i.e., teen nights, parents’ nights out, day trips (hikes, photography day, art class in park)- establish regional activities (Tucson, Phoenix, Northern AZ)</li> <li>• Determine regional camp-like activities that can expand opportunities for families outside of Phoenix</li> <li>• Prioritize in-person camp-like programs, as COVID allows</li> <li>• Create a timeline and standardized process for the development and approval of all program recommendations to be considered prior to inclusion in the annual calendar (i.e., descriptions, activity sheet, staffing, impact (# of campers), and budget)</li> </ul> |

## Southwest Kids Cancer Foundation (SWKCF) Strategic Plan 2021-2024

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|  | <ul style="list-style-type: none"> <li>• Follow program approval and budget request process and timeline</li> </ul>  |
| <p>G3: Provide year-round camp experiences for families in the Southwest by expanding virtual program offerings</p>            | <ul style="list-style-type: none"> <li>• Define: what is virtual about our virtual camps</li> <li>• Set enrollment and participation targets using available data including city/state/location</li> <li>• Provide complementary and coordinated virtual camp experiences with Camp Sunrise &amp; Sidekicks for campers unable to attend in person</li> <li>• Virtual programming expanded to include year-round virtual “camp style” activities</li> <li>• Integrate programming with the Camp in the Hospital program</li> <li>• Virtual volunteer recruitment, selection and training</li> <li>• Virtual communication and marketing materials</li> </ul> |
| <p>G3: Coordinate with the communications committee to create communications and marketing materials about camp activities</p> | <ul style="list-style-type: none"> <li>• Highlight regional activities, annual programming both in-person and virtual</li> <li>• Highlight that campers get to choose their own programming based on their interests</li> <li>• Programs are designed to develop skills and challenge themselves over time</li> <li>• Focused on developing skills (i.e., STREAM, collaboration, etc.)</li> <li>• Update webpage/resources: “what makes our camps special” to share this information with families and funders</li> <li>• Share sample classes, outlines the class (activity sheet) or videos from camp</li> </ul>   |

**Objective #3:** Ensure SWKCF’s Financial Sustainability

Considerations from Camp Leadership (from Camp Strategic Plan):

- Develop and manage programs that are fiscally stable.

Consider:

- Diversify revenue: grants, events, corporate giving and direct donor contributions
- Increase fundraising/revenues
- Minimize expenses and maximize return on investment for all programs and activities
- Create financial reserve

**SMART Goals** (Specific, Measurable, Attainable, Relevant, Time Bound):

- SMART Goal #1: By 2024, SWKCF will ensure its revenues are sufficient to cover annual program and operational budgets, as evidenced by program management files and annual budget documents.

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- SMART Goal #2: By 2024, SWKCF will secure corporate donor/sponsor for at least 50% of all signature events and/or fundraisers, as evidenced by program management files and revenue associated with sponsorship.
- SMART Goal #3: By 2024, SWKCF will create a 20% financial reserve, as evidenced by program management files and annual budget documents.

### Action Plan and Outcomes

| <i><b>What do we do to accomplish our goals and objectives (strategies)?</b></i>                                | <i><b>What are the tangible products of our activities (evidence)?</b></i>   |
|---|--|
| G1: Create an action plan to diversify revenue: grants, events, corporate giving and direct donor contributions | <ul style="list-style-type: none"> <li>• Create a committee of volunteers and Board members to create a comprehensive action plan, that also includes securing sponsors</li> <li>• Establish fundraising targets for each revenue stream</li> <li>• Create annual calendar of signature events and other key fundraising activities</li> <li>• Create annual calendar of major grants, deadlines and reporting requirements</li> <li>• Grants management and reporting</li> <li>• Create and manage corporate donors/sponsor target list</li> <li>• Increase funder and corporate donor engagement in camp activities</li> <li>• Management of donor levels and recognition aligned to approved process</li> <li>• Create an individual giving campaign that includes: AZ Tax Credit, Give Day, estate giving, etc.</li> </ul> |
| G1: Create program and budget approval process  | <ul style="list-style-type: none"> <li>• Create approval process, and timeline for program and calendar recommendations from program committee</li> <li>• Create program budget request process, and timeline based on annual calendar to be presented to the Board for review and approval</li> <li>• Executive Director will manage these processes</li> <li>• Align program budget requests with budget approval process</li> </ul>   |
| G1: Improve existing large fundraisers (golf, gala)   | <ul style="list-style-type: none"> <li>• All signature fundraising events are chaired by a Board member who leads the planning and execution with volunteer support</li> <li>• Create committees for each event, chaired by Board members and co-chaired by staff and other volunteers</li> <li>• Determine opportunities for improvement based on prior year outcomes and revenues</li> <li>• Conduct post-mortem debriefs after each major event to determine pros/cons, i.e., donation directly to SWKCF instead of Crank Golf to get an eagle.</li> <li>• Establish clear roles &amp; responsibilities for day of event activities</li> <li>• Determine site/location for gala</li> </ul>  |

## Southwest Kids Cancer Foundation (SWKCF) Strategic Plan 2021-2024

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|---|--|
| <p>G1: Improve existing small fundraisers (game nights, virtual cooking)</p>  | <ul style="list-style-type: none"> <li>• Create consistency in the small fundraisers, i.e., last Friday of the month is Bingo</li> <li>• Establish revenue targets to determine ROI</li> <li>• Engage volunteers to help host, support, participate, etc.</li> <li>• Solicit ideas and recommendations from volunteers</li> <li>• Identify a volunteer to co-chair small fundraisers with a Board member</li> <li>• Identify stakeholders who are willing to host small fundraisers: meals, Face Book- birthday or other</li> </ul>  |
| <p>G1: Expand fundraising opportunities- community, local fundraisers</p>   | <ul style="list-style-type: none"> <li>• Create a SWKCF store on the web page to sell Cancer Sucks gear</li> <li>• Community dinner sponsorships</li> <li>• Local sponsorships: hosted parties, % of revenue, sponsored shirts, etc.</li> <li>• Regional activities/fundraisers</li> <li>• 50/50 raffle activities</li> <li>• Identify a volunteer to co-chair small fundraisers with a Board member</li> </ul>  |
| <p>G2: Create an action plan to secure sponsorships for signature events</p>  | <ul style="list-style-type: none"> <li>• Sponsors should be identified for specific events/fundraisers, i.e., previous year golf sponsor, sponsors next year</li> <li>• Review and revise sponsorship levels and benefits for events/fundraisers</li> <li>• Evaluate pricing structures and make adjustments for events- golf and gala</li> <li>• Identify possible corporate donations/sponsorships</li> <li>• Solicit in-kind sponsorships for program activities and events, i.e., Phoenix Zoo donates day passes for family outing/event</li> <li>• Leverage Board member and volunteer relationships</li> </ul>     |
| <p>G3: Utilize effective non-profit financial management strategies to ensure fiscal sustainability and secure reserves</p> | <ul style="list-style-type: none"> <li>• Train Board members about their fiduciary and management responsibilities</li> <li>• Create policies and procedures for budget creation and timelines, allocation and spending</li> <li>• Utilize zero balanced budgeting to create operational and program budgets</li> <li>• Conduct financial review of all programs, activities and expenses to determine opportunities for budget savings in future years</li> <li>• Identify opportunities for increased ROI for all programs, activities and expenses</li> <li>• Conduct annual audit, timely report to Board</li> </ul> |

**Objective #4:** Improve SWKCF Communications, Engagement & Outreach

Considerations from Camp Leadership (from Camp Strategic Plan):

- Update and develop communication and marketing plans to strengthen outreach of current and new programs

## Southwest Kids Cancer Foundation (SWKCF) Strategic Plan 2021-2024

- Reconnect with hospitals to expand our Camp in the Hospital program

### Consider:

- Improve volunteer communication, engagement, and outreach
- Improve community communication, engagement and outreach
- Improve family communication, engagement and outreach
- Develop marketing collateral

### SMART Goals (Specific, Measurable, Attainable, Relevant, Time Bound):

- SMART Goal #1: By 2021, SWKCF will develop a three-year communication, engagement and marketing plan to engage community members, volunteers and families, as measured by implementation documentation.
- SMART Goal #2: By 2024, SWKCF will recruit and engage children and families for our camp programs from 100% of regional hospitals serving pediatric cancer patients, as measured in program management files.
- SMART Goal #3: By 2024, SWKCF will increase the representation of race/ethnicity, gender identity, age, and cancer diagnosis of its campers, to better reflect the Arizona statistics for each group using AZ Childhood Cancer Registry, as measured by camper demographic data in program management files. SWKCF 2019 Baselines (Sunrise/Sidekicks and Day camp): 65% White, 28% Hispanic, 1% mixed race and 2% Asian, 2% Native American, 3% Black; gender identity 51% Female, 49% Male, and age 0-4: 0%, 5-9: 1%, 10-14: 51%, 15+: 48%. SWKCF 2020 Baselines (Sunrise/Sidekicks and Day camp): 66% White, 26% Hispanic, 2% mixed race and 1% Asian, 2% Native American, 3% Black; gender identity 52% Female, 48% Male, and age 0-4: 1%, 5-9: 13%, 10-14: 52%, 15+:34%. 2014 AZ Childhood Cancer Registry: 54% White, 32% Hispanic, 2% mixed race, 3% Asian, 4% Black, 4% Native American; Males- higher incidences than Female; and ages 0-4: 264/mil, increasing, 15-19: 202/mil, decreasing; 10-14: 127/mil, decreasing and 5-9 121/mil, increasing; Leukemia: 29%, Brain & Central Nervous System (CNS): 18%, Lymphoma: 13%, Other Epithelial: 9%, and Germ cell: 8%.

### Action Plan and Outcomes:

| <i>What do we do to accomplish our goals and objectives (strategies)?</i> | <i>What are the tangible products of our activities (evidence)?</i>  |
|---|--|
| G1: Create a comprehensive communications plan                            | <ul style="list-style-type: none"> <li>• Communication:</li> <li>• Establish the goals for the communication plan build audience, cultivate relationships, develop consistent messaging, branding, logos, etc.</li> <li>• Invite stakeholders to participate in the development of the communications plan, e.g., hospital, donor, etc.</li> </ul> |

## Southwest Kids Cancer Foundation (SWKCF) Strategic Plan 2021-2024

|  |   |
|--|---|
|  | <ul style="list-style-type: none"><li>• Review samples of existing communications documents/marketing collateral templates; determine changes that need to be made</li><li>• Family audience- awareness, opportunities, reenrollment, share experiences, word of mouth recruitment, educate families about resources (collaborations with Cancer Coalition, etc.)</li><li>• Volunteers- events, camps, engagement, awareness of Board activities, recognition/awards, family news, volunteer spotlights, training, etc.</li><li>• Donors- engagement, recognizing, collect information from them about how they would like to be engaged, determine overlap of volunteers to donors and families, etc.</li><li>• Board- knowledge, awareness, active participation, etc.</li><li>• Determine appropriate calls to action</li><li>• Inventory of our assets- website, social media, paid advertising, YouTube, newsletters, emails, text messaging etc.</li><li>• Identify all databases are we using and what data exists for our families, volunteers, donors, referrals, etc.</li><li>• Establish communication materials, etc. by age range</li><br/><li>• Engagement:</li><li>• Build relationships with local universities and community colleges (for volunteers)</li><li>• Identify/partner with volunteer groups (Like NHN. Kohl's employees do volunteer work.)</li><li>• Increase engagement with families and volunteers by tabling at events (cancer-related and non)</li><li>• Create a calendar of events that drive communication with all audiences- across all communication platforms. Highlight important dates for our community.</li><li>• Send birthday cards to campers and volunteers</li><br/><li>• Marketing:</li><li>• Create and share marketing/kit to each coalition member and support recruitment</li><li>• Create opportunities for audiences to “see inside” camp- vignettes, images, stories that can help people understand what role they can play to support camp</li></ul> |
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## Southwest Kids Cancer Foundation (SWKCF) Strategic Plan 2021-2024

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|   | <ul style="list-style-type: none"> <li>• Create appropriate hashtags for social media and connect influencers</li> <li>• Messaging about future: post-COVID; soft launch of materials for audiences</li> <li>• Increase participation and brand recognition by tabling at events (cancer-related and non)</li> </ul>   |
| <p>G2 and G3: Build relationships with regional hospitals in Arizona, Nevada and New Mexico to increase participation in camp programming</p> | <ul style="list-style-type: none"> <li>• Identify and create pediatric regional hospital and outpatient clinics contact list</li> <li>• Establish recruitment targets by region and work accordingly</li> <li>• Distribute camp marketing kit/materials to lead contacts</li> <li>• Phone/Zoom meetings with lead contacts regarding camp and Camp in the Hospital virtual camp programming</li> <li>• Leverage child life specialists to help recruit families</li> </ul>   |
| <p>G2 and G3: Create a family recruitment action plan</p>   | <ul style="list-style-type: none"> <li>• Create a committee of volunteers and Board members to create an action plan</li> <li>• Review and improve patient recruitment strategy of in-patient, survivors and their siblings</li> <li>• Establish recruitment targets for age, ethnicity and cancer type and recruit accordingly</li> <li>• Identify culturally responsive and appropriate strategies to recruit diverse families and campers</li> <li>• Identify cancer coalition members or other pediatric cancer support agencies that SWKCF can partner with to recruit campers</li> <li>• Host family information events and utilize camp promotional video to teach about camp programming</li> <li>• Distribute family engagement materials</li> <li>• Family Engagement Coordinator supports travel for out of state campers</li> <li>• Participate in on-site (AZ only) recruitment and engagement activities</li> <li>• Translate registration, recruitment, forms into Spanish</li> <li>• Ensure easy access to bilingual support</li> <li>• Utilize social media and hashtags to identify families</li> <li>• Direct mail to families asking them to share SWKCF information</li> <li>• Update Campsite to collect necessary demographic data from families and campers</li> </ul> |



## Southwest Kids Cancer Foundation (SWKCF) Strategic Plan 2021-2024

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| <p>G2 and G3: Create a volunteer orientation and volunteer training</p> | <ul style="list-style-type: none"> <li>• Create an orientation training for new volunteers about SWKCF so they feel comfortable representing/being a representative/ambassador for SWKCF</li> <li>• Train volunteers on the strategic efforts to increase diversity of our campers and volunteers</li> <li>• Train volunteers on culturally responsive and appropriate strategies to recruit families and campers</li> <li>• Conduct all trainings via Zoom to make it easier for people to participate</li> </ul> |
|---|--|

### Data to support goal setting and baselines

Historical data for strategic planning committees:

[https://docs.google.com/spreadsheets/d/1sMiwX0GqjiorOb076-7r7vHh4\\_ZRizPvfms4eO9sMNM/edit#gid=0](https://docs.google.com/spreadsheets/d/1sMiwX0GqjiorOb076-7r7vHh4_ZRizPvfms4eO9sMNM/edit#gid=0)

| Race/Ethnicity  | Sidekicks Data          |                       | Sunrise Data            |                       | Total                   |                       |
|-----------------|-------------------------|-----------------------|-------------------------|-----------------------|-------------------------|-----------------------|
|                 | 2019 In Person Baseline | 2020 Virtual Baseline | 2019 In Person Baseline | 2020 Virtual Baseline | 2019 In Person Baseline | 2020 Virtual Baseline |
| American Indian | 2%                      | 2%                    | 3%                      | 1%                    | 2%                      | 2%                    |
| Asian           | 2%                      | 1%                    | 1%                      | 1%                    | 2%                      | 1%                    |
| Black           | 5%                      | 4%                    |                         |                       | 3%                      | 3%                    |
| Caucasian       | 62%                     | 63%                   | 69%                     | 73%                   | 65%                     | 66%                   |
| Hispanic        | 28%                     | 27%                   | 27%                     | 25%                   | 28%                     | 26%                   |
| Other           | 2%                      | 3%                    |                         |                       | 1%                      | 2%                    |
| Participants    | 122                     | 96                    | 67                      | 52                    | 189                     | 148                   |

# Southwest Kids Cancer Foundation (SWKCF) Strategic Plan 2021-2024

## 2019 AZ Census Data:

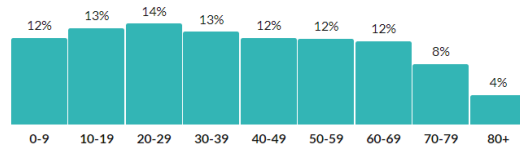
### Age

**38.3**

Median age

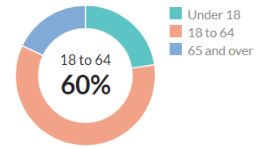
about the same as the figure in United States: 38.5

Population by age range



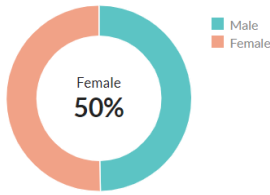
Show data / Embed

Population by age category



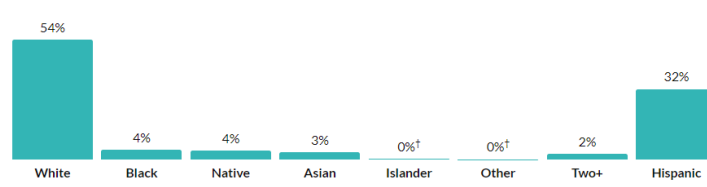
Show data / Embed

### Sex



Show data / Embed

### Race & Ethnicity



Show data / Embed

\* Hispanic includes respondents of any race. Other categories are non-Hispanic.

Show data / Embed

## SWKCF Volunteer Survey Results:

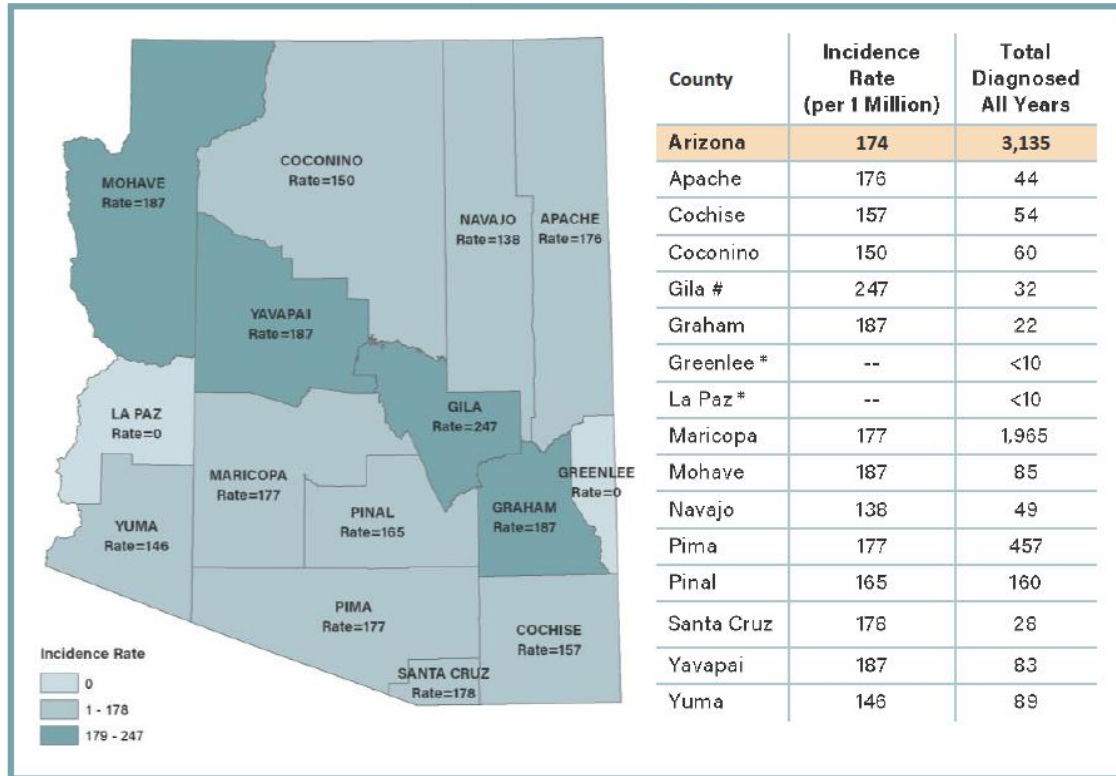
| Race/Ethnicity as reported on 2020 Volunteer Survey | Percentage of Race/Ethnicity |
|---|------------------------------|
| Asian   | 2%                           |
| Hispanic/Latino/Latinx                              | 8%                           |
| Mixed Race  | 8%                           |
| Rather not answer                                   | 8%                           |
| White   | 73%                          |
| <b>Grand Total</b>                                  | <b>100%</b>                  |

| Gender as reported on 2020 Volunteer Survey | Percentage of Gender |
|---|----------------------|
| Female                                      | 67%                  |
| Male  | 27%                  |
| Rather not answer                           | 6%                   |
| <b>Grand Total</b>                          | <b>100%</b>          |

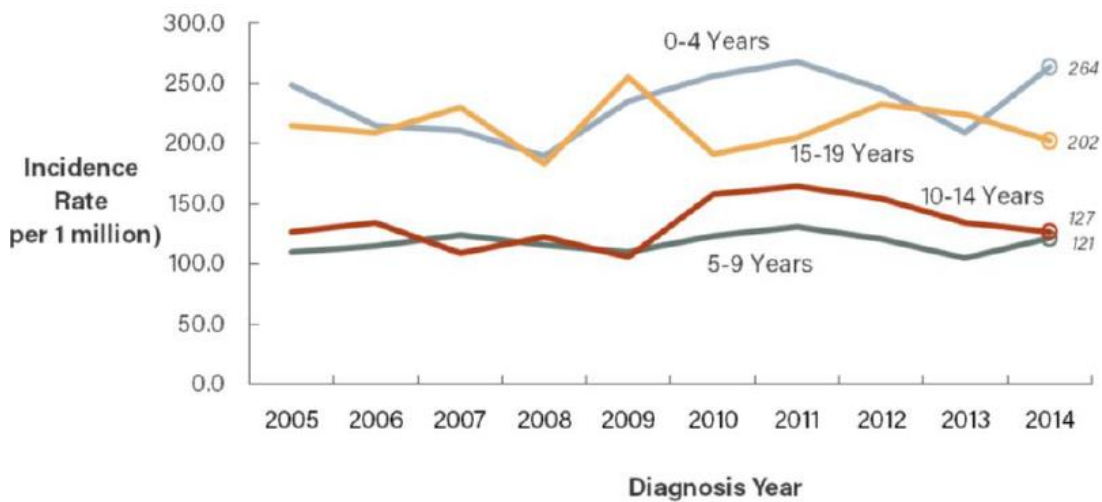
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AZ Childhood Cancer 2005-2014 Report: <https://www.azdhs.gov/documents/preparedness/public-health-statistics/cancer-registry/reports/childhood-cancer-az-parents-providers-2005-2014.pdf>

## Arizona, 2005-2014



**Figure 4. Trends in Incidence Rates by Age Group for Childhood Cancers, Arizona, 2005-2014**



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The top five cancer types among children diagnosed from 2005-2014 were:

- Leukemia - 29%
- Brain & Central Nervous System (CNS) - 18%
- Lymphoma - 13%
- Other Epithelial - 9%
- Germ Cell cancers - 8%

Almost 60% of all childhood cancer cases were either Leukemia, Brain & CNS, or Lymphoma.

**Figure 12. Percent Cancer Type by Race/Ethnicity<sup>4</sup>, Arizona, 2005-2014**

