



**THE ZERO
PROSTATE CANCER VISION
2008-2012**

Executive Summary

The *Zero Prostate Cancer Vision* describes a future which the organization's volunteers and staff create change. It is a future in which we will improve the lives of men at risk for prostate cancer and those with the disease by transforming the healthcare landscape.

We envision a future where all men who have been diagnosed with prostate cancer will be cured or they will manage their illness with good quality of life. Organization-led collaborations among nonprofit, commercial and government organizations will challenge men's attitudes about their prostate health and create change in early detection and treatment delivery to enable patients to access the care they need, from testing and diagnosis through survivorship. In the future, all men at risk of prostate cancer know the risks of the disease and have every affordable opportunity to be tested accurately and painlessly. In the future, patients and their caregivers will receive the support they need to minimize physical and emotional suffering and to cope effectively throughout their cancer journey.

To achieve the *Zero Prostate Cancer Vision*, we will increase the impact of our services and programs by focusing on outcomes, create new avenues to advance its mission and build and sustain a strong prostate cancer culture with superior capabilities among its staff and volunteers. The vision will guide our strategic planning processes, so the outcomes envisioned for prostate cancer patients, their families and caregivers are realized.

Skip Lockwood
President

Jamie Bearse
Executive Vice President



Strategic Plan Goals

The Zero Prostate Cancer Plan contains strategies and targets that will help us advance toward the outcomes contained in the vision. These outcomes will improve the lives of prostate cancer patients and men at risk for the disease.

- All men who have been diagnosed with prostate cancer will be cured or they will manage their illness with good quality of life, with the support they need to minimize physical and emotional suffering and to cope effectively throughout their cancer journeys.
- Organization-led collaborations among nonprofit, commercial and government organizations will have challenged men's attitudes about their prostate health and created change in early detection and treatment delivery that enable patients to access the care they need, from testing and diagnosis through survivorship.



Key Priorities

The Following bullet points highlight the changes our organization must make in order to advance toward the Zero Prostate Cancer outcome. These changes will transform our mission-area programs, our revenue generation model and the culture of the prostate cancer community.

Substantial increases in funding for mission programs will allow us to:

- Dramatically increase the number of free screenings through the Drive Against Prostate Cancer to those at risk for the disease
- Improve patient access to care through federal and state advocacy
- Make the best services and information available to patients and those at-risk through diverse models of communication
- Accelerate the development of better prostate cancer biomarkers

The organization aims to significantly increase its annual funding by adding new strategies to its revenue generating practices (fundraising):

- Diversify the organization's revenue sources by making donor and corporate development an organization-wide priority with particular focus on building the Board of Directors, creating program boards and rapidly increasing online donations
- Emphasize the recruitment of advocate fundraisers (people committed to the cause who have great capacities to raise money)
- Identify and develop new fundraising programs, sometimes outside of the traditional donor development and campaign models
- Add research grant component encouraging increased giving

In order to achieve all of the above changes, the organization will transform its culture and position itself as a national leader in the fight against prostate cancer. We will:

- Build regional and state chapters with local paid staff and volunteer boards with close ties to the national headquarters with the aim of carrying out the organization's mission by promoting our programs and policies including strengthening and sustaining our backyard volunteer base
- Develop superior capabilities in staff and volunteers through emphasis on selection, training, development and education
- Form a superior network of strategic collaborations and partnerships
- Implement programs that diversify the population of prostate cancer advocates, volunteers and staff



Mission Advancement

OVERVIEW

The organization will make a bold leap forward in preventing death from prostate cancer. We will champion those at risk, patients and survivors by providing top-notch services, patient advocacy and education to men and their caretakers across cultural and economic barriers.

Setting the standard in breaking through male health barriers and providing free, confidential and safe screenings is vital in changing the way men think about their prostate health. We will endeavor to rapidly build up our mobile screening program to save lives through early detection and provide professional care and timely notifications.

Until there is a better understanding to the genetics of prostate cancer, early detection is the ultimate cure. The organization will be the leader in providing a mode of early detection that is 100 percent accurate, non-invasive and covered by insurance companies and Medicare by providing research grants to scientists in this specific field and promoting advanced research in this area to federal funding sources.

In order to advance the prevention, detection and treatment of prostate cancer, we must reach as many patients and at risk men as possible, educating them and offering ways to interact through web-based, printed brochures and audio-visual material about prostate cancer and then convert them into friends, advocates and fundraisers for the cause. We will reach friends through a broad range of programs including races, poker tournaments and local activist fundraisers.

With adding to our early detection and education programs, we must also strengthen our founding initiative by creating another dramatic increase in the federal government's investment in prostate cancer research by building powerful grass roots ties and strategic partnerships with key associations and organizations. Our goal is to surpass \$100 million in prostate cancer research funding from the Department of Defense and double the \$400 million annual investment at the National Institutes of Health.

STRATEGIES

1. Re-establish the organization's identity to better attract advocates, donors and corporations to the cause and better influence men to take action about their own prostate health while encouraging others to do the same.
2. Ensure that all men have access to information about risk, prevention, treatment, side effects and survivorship through web-based, printed and audio/visual materials. Further, encourage prostate cancer patients to participate in interactive models about their experiences, strength and hope.

3. Build an events team with experience in fundraising and sports events.
4. Ensure that all Drive Against Prostate Cancer events include funding, media and local hospital support to maximize the number of men screened, quality of care and profits to the organization to further propel the mission.
5. Establish a research grant program dedicated to funding the research and development of a more accurate and less invasive biomarker for prostate cancer that can be widely available and readily covered by insurance.
6. Continue to build and sustain media partnerships with our programs to optimize success, cut costs and increase revenue.
7. Our federal lobbying efforts cover a broad and diverse section of healthcare issues including direct federal funding for research, screening and treatment for the under-insured and uninsured, awareness and outreach, the role of federal entities to encourage focused research not only on treatment and cure, but also on diagnostic tools, creating efficient and effective pathways for drug approval and other important issues such as African-American disparity research, the importance of annual screenings and genetic composition of prostate cancer.
8. Create state chapters with paid staff focusing on building grassroots support and promoting the organization's mission through its programs, initiatives and campaigns.
9. We will build on our network of advocates by establishing alliances with like-minded associations and by strengthening our focus on passing state legislation aimed at improving patient access to care including insurance mandates for screening as well as establishing testing and treatment programs for the uninsured and underinsured.
10. Encourage an increase in patient participation in clinical trials especially through our programs like the Drive Against Prostate Cancer which can attract specific cohorts of participants.

TARGETS

1. Launch organization's new identity by the end of the summer.
2. Establish top three web search ranking for organization's website.
3. Rapidly increase the subscriber base of organization's electronic newsletter to 50,000 by 2012 through strategic partnerships with nonprofits, associations and corporations.
4. Award four grants of \$50,000 to early detection research by the end of 2008.
5. Screen 20,000 men with the Drive Against Prostate Cancer by the end of 2008 and 25,000 by the end of 2009 with the goal of doubling that during the calendar year of 2012.
6. Add one world-class media partner to work on a week-long screening program with the aim of testing several thousand over a few days.
7. Launch a national publicity campaign by 2010 featuring a celebrity spokesperson promoting the organization and emphasizing the importance prostate cancer early detection.

8. Establish a local running event, the first Dash for Dad 10K, in 2008 with 300 participants and 500 in 2009; expand the program to five cities by 2012.
9. Establish a local gambling tournament in 2008 with the goal of income doubling expenses; expand the program to five cities by 2012.
10. Implement a chapter building program and establish the first one by the end of 2008 and five by the end of 2012.
11. Establish the organization's prostate cancer advocate meetings event on Capitol Hill in September (Prostate Cancer Awareness Month) hosting 50 participants in 2008 and 500 by 2012.



Resource Generation

OVERVIEW

The aggressive fundraising targets proposed in the *Zero Prostate Cancer Plan* can be achieved only through dramatic change in the organization's existing resource generation strategies and a more diverse portfolio of revenue streams. Diversification will reduce the organization's revenue vulnerability, engage new audiences, increase revenue, create more passion about the topic of prostate cancer and lead to substantial growth required to execute mission initiatives.

The organization must thoughtfully and rapidly rebuild its Board of Directors and create feeder boards leading into that body in order to preserve passion for the cause and commitment to the organization. Emphasizing the recruitment of advocate fundraisers who are deeply committed to raising money and drawing interested individuals and corporations to the cause is essential to quickly build a strong collection of supporters.

The development of new revenue sources, both traditional campaign sources and new business sources, will also be critical to achieving the Zero Prostate Cancer Plan's revenue targets. This will require an entrepreneurial spirit and a robust stable of corporate and organizational partners dedicated to supporting the work of the organization.

Success in fundraising requires bold change in order to grow in a competitive market for prostate cancer cause dollars. In 2008, the organization has launched a prostate cancer early detection research grant program aimed at helping science discover a more accurate and less invasive test. We anticipate this new program will rapidly propel the organization forward in meeting its resource goals.

STRATEGIES

1. Build out fundraising team with experienced nonprofit professionals with a track record of building successful fundraising campaigns.
2. Utilize technology systems to: improve critical information gathering, information management for resource generation activities and improve donor activity through enhanced cultivation, recognition and stewardship of donors and participants and maximize marketing and fundraising.
3. Leverage existing relationships and develop new relationships with organizations and corporations to significantly increase human and financial resources dedicated to support the fundraising and mission initiatives of the organization.
4. Extend the lifetime value of donors, campaign participants, patients and corporate partners through consistent nurturing, recognition and stewardship.
5. Document activities into case studies and end of the year reports to highlight return on investment of programs for sponsors and donors.

6. Improve resource generation productivity through low-cost, high return fundraising initiatives.
7. Emphasize the research grant program to attract new donors and corporations and up-sell existing ones.
8. Retain and reestablish relationships with at-risk donors.
9. Find new office space to cut rent costs and further maximize dollars spent on programs.

TARGETS

1. Raise \$250,000 for the research grant program by the end of the first quarter in 2009 (a separate island from other organizational activities) and raise \$1 million annually for research by the end of 2012.
2. By 2010, establish a projected income of \$3 million by maximizing Drive Against Prostate Cancer fundraising potential, quadruple the income from the Dash for Dad! Run series and exponentially grow online and small donor giving to more than \$500,000.
3. Accomplish a \$5 million annual income projection by 2012 where more than 85 percent is dedicated to programs.
4. Score a large sponsorship from a Fortune 500 company by the end of 2009.
5. Establish a donor endowment program by 2009.
6. Establish an annual organization membership drive by 2009, giving a rewards package to all those who join through an annual donation.



Cultural Transformation

OVERVIEW

The Zero Prostate Cancer Plan calls for a strong, sustained culture of superior capabilities, values and passion that will become widely believed in and acted upon. We will be an All-Star team that achieves significant change in the healthcare system and its processes as well as the attitudes and behavior of men. We will elevate our performance and align our incentives and rewards with our goals and outcomes. We will be transparent in our activities and build coalitions with like-minded and capable organizations. We will maximize our values as superior capabilities: leadership, innovation, compassion, progress, trust and action.

We encourage new ideas, challenging the status quo, and strive to empower people to continuously improve processes, practices and outcomes. We are committed to making the best possible decisions using the best, most timely data and information. We will leverage community intelligence to better access resources and improve our message. We commit to an exceptional ability to develop, sustain and enrich relationships, placing the highest value on service excellence and maximizing our resources and being highly accountable to those we serve.

We must pursue advocates like funding. For one advocate may hold countless benefits for the cause. We will seek staff and volunteers who share our values, thrive in a challenge and boundlessly strive to save lives.

We will not succeed working in silos; we must function as one unified team, a true partnership between staff, volunteers and our varied stakeholders, one that capitalizes on a multitude of diverse talents and prides itself on being inclusive, empowers people, strives for the largest return on investment and above all – working toward a cure.

STRATEGIES

1. Become the catalyst of a revolution in the way men think, act and communicate about their prostate health to increase the number of men tested and treated quickly and appropriately for the disease.
2. Appropriately staff and begin solidifying a volunteer base of bright and passionate individuals who align themselves with our values to effectively execute our programmatic and fundraising goals.
3. Exercise superior stewardship that empowers staff to make decisions about investments of time, money and other resources to ensure greater funding of our mission, and to be accountable to our stakeholders and the general public and strive for excellence in all charitable reviews.

4. Build our base of support through strategic alliances with fellow prostate cancer organizations and associations with vested interests in men's health to create a groundswell of overall support for prostate cancer.
5. Build an advocate and donor base unrivaled in the men's health community.
6. We will exceed expectations when servicing our partners and stakeholders.

TARGETS

1. By 2012, build seven new and/or extended strategic alliances to support Revenue Generation and Mission Advancement.
2. During 2008-2012, document customer (patients, donors, participants and healthcare professionals) feedback is consistently used to help design new and evaluate existing programs, services and marketing materials.
3. By the end of 2008, fully integrate and maximize the operations of a tracking database for the activities of all advocates, donors, partner companies and targets.
4. During 2008-2012, the rate of increase in the organization's investment in mission programs exceeds the rate of increase of its non-mission expenses by 50 percent.
5. By 2012, customer satisfaction with the organization's staff, programs and services will rate an average an 8.5 out of 10 in periodic surveys.
6. Through our influence, increase the percent of men tested for prostate cancer as tracked through the American Cancer Society.
7. By 2012, have a database of 100,000 active advocates who take part in least one organizational activity.