Strategic Plan
Innovating for the Future
Our Vision

We believe in the power of the human-canine bond to unleash unlimited human potential. Our aspirational vision is to match everyone in need of an expertly trained Canine Companions® assistance dog at no charge, while maintaining the highest quality in standards.

2025

2025—that's the year Canine Companions for Independence will reach our ambitious goal to become the only assistance dog organization to provide assistance dogs - expertly trained, highest quality, free of charge - to all qualified applicants.

Canine Companions is the leader in the assistance dog industry. Because of this, we continue to have a waitlist of those needing our services. We aspire to end or reduce our waitlist. To reach this goal, we will: evaluate and strengthen our brand, review and optimize our program methods, create deeper volunteer engagement, ensure an active and diverse team and community, activate fundraising initiatives, and identify key strategic partners to support constant innovation.

Our Mission

To enhance the lives of people with disabilities by providing expertly trained assistance dogs and ongoing support to ensure quality partnerships, all at no charge to the recipient.
The Recognized Leader for Service Dogs Worldwide

Strong Flow of Income From Donors and Reserves

We Have Strong Partners Supporting Change and Growth

Our Staff, Graduates, Volunteers and Board Are Diverse

Most Efficient and Effective Methods for Producing High Quality Service Dogs

Engaged Volunteers Are Utilized to Their Full Potential to Fulfill Canine Companions’ Needs

Pillars of Our Vision

Core Values

Our core values define who we are as an organization. They are integrated into our messaging, training centers and human capital. We live and work with these values to ensure Canine Companions will remain the leader in the assistance dog industry.

Teamwork - We believe in the joyful, transformative power of the human-canine partnership.

Compassionate Service - We act with respect, empathy and collaboration in service of our community, our constituents and each other.

Integrity - We do what is right guided by honesty, accountability and sincerity.

Community - We practice inclusion and acceptance to build impactful relationships within our diverse community.

Excellence - We conduct ourselves with professionalism in pursuit of the highest standards.

Innovation - We reinvent possibility to unleash our greatest potential.
Canine Companions will be the recognized leader in the assistance dog industry worldwide.

**Key Steps**
- Conduct research to determine relevance and equity in the current brand.
- Create new brand strategy, identity, messaging and attributes.
- Create a multi-year marketing plan to increase awareness.

**Key Metrics**
- Increase brand footprint nationwide.
- Increase numbers of donors and volunteers.
- Maintain respected leadership and advisory role for service dog advocacy and legal issues.
- Fund and implement marketing plan to increase awareness.
Canine Companions will have the most efficient and effective methods for breeding, raising, selecting, training and placing high-quality assistance dogs.

**Key Steps**
- Identify areas of existing inefficiency and adjust to optimize process.
- Harness big data to focus on improved health, ideal temperament and cognitive profiles.
- Explore ways to serve new constituencies.
- Innovate to create new program processes and delivery methods.

**Key Metrics**
- Increase organizational efficiency.
- Increase program impact areas.
- Increase placements.
- Decrease waitlist.
- Increase percentage of dogs that graduate.
Canine Companions will have a volunteer strategy and action plan to ensure volunteers are happy, engaged and utilized strategically to fulfill the needs of the organization.

**Key Steps**

- Define and implement an ongoing education program to ensure volunteers are informed about our mission and program processes and have the skills to support the mission of Canine Companions for Independence.
- Create an onboarding process and set of tools to ensure we welcome and engage new volunteers effectively.
- Provide the technology infrastructure, support systems and tools to aid volunteers on an ongoing basis.
- Create appreciation programs to ensure volunteers are recognized on an ongoing basis.
- Define and implement ongoing communications to ensure optimal two-way communication between the organization and volunteers in support of the mission.

**Key Metrics**

- Recruit new volunteers.
- Increase volunteer engagement.
- Improve volunteer satisfaction.
- Retain current volunteers.
Canine Companions will ensure our employees, donors, volunteers and graduates are diverse in multiple ways, representing the communities we serve. This includes ethnic, socio-economic, gender and general demographic diversity.

**Key Steps**

- Develop and implement a plan to help us approach key communities.
- Research to identify key influencers and leaders in communities.
- Build relationships that are mutually beneficial.
- Identify best practices of leading corporate diversity programs for inspiration and implementation.
- Roll out diversity programs AFTER relationships are developed enough to inform them.

**Key Metrics**

- Attract diverse graduates.
- Engage diverse donors.
- Recruit diverse volunteers.
- Employ diverse staff.
Canine Companions will secure national strategic partnerships to elevate our mission and brand awareness and increase our ability to fund innovation, growth and strategies for the future.

**Key Steps**

- Define potential areas of impact for strategic partnerships.
- Identify organizations and foundations, and pursue opportunities.
- Engage strategic partners in mutually beneficial projects.
- Define parameters for strategic partnerships in terms of non-negotiable and negotiable conditions.
- Create metrics to measure the success of partnership strategies.
- Create employee, volunteer and board engagement strategies and plan to promote initiatives.

**Key Metrics**

- Fund initiatives.
- Engage partners.
- Establish long-term partnerships.
Canine Companions will align its strong revenue stream to support operations, capital projects and strategic initiatives.

**Key Steps**

- Create plan to grow revenue over five years.
- Plan and implement to increase reserve income.
- Monitor giving trends, economic climate and tax law changes affecting philanthropic giving.
- Implement best practices for metrics, revenue growth and income allocation.
- Create plan to expand donor demographics.
- Create strategy to plan for ongoing capital needs.

**Key Metrics**

- Increase revenue over five years.
- Increase reserve income percentage.
- Increase percentage of operations funded by reserve.
Interested in Supporting Our Future?

To learn more, visit: cci.org
or email: vision@cci.org

To donate, please visit: cci.org/donate

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