



Strategic Planning 2017-18

Strategic Planning was executed by a Board appointed committee and monitored by the Board of Directors beginning in June 2017 and completed in January 2018.

Documents and Materials Reviewed

- 2013-14 Strategic Plan
- Excerpt from May NRGR Board meeting on the Strategic Planning effort
- Executive Service Corps of the Triangle (ESC) Proposal Letter for prior strategic planning process
- NRGR FINAL 2016 Survey to National Golden Retriever
- National Golden Retriever Survey Comparisons for 2016
- NRGR Operations Stats for 2016, 2015, 2014, 2013
- Facility Committee Report to the Board December 2012
- Compilation of Strengths, Weaknesses, Opportunities and Threats (SWOT) Discussion – July 16, 2017 meeting
- National Rescue Responses to Golden versus Golden Mix Question and Mission Statements – January 16, 2018

Guiding Principles/Focus

- Clarity and Transparency in all NRGR Communications
- Effectiveness and Efficiencies of Current NRGR Operations and Programs
- Measured Growth as a result of achieved Effectiveness and Efficiencies rather than a goal of Growth
- NRGR has the talent and expertise among its volunteers to complete Strategic Planning without going to a consultant (e.g., ESC)

Committee Actions Completed during the Strategic Planning process:

- Heat map done to show the home locations of all our current fosters to look at the need for veterinary locations to better accommodate the fosters for care once a dog has been placed in their care. Information gathered provided direction for consideration of a geographic expansion of our veterinary hospitals.
- A "Summit" meeting(s) was convened with primary Golden Rescues in NC – Charlotte and Triad. Other rescues to be invited included Foothills (western NC and upstate SC), GRAND STRAND (SC coast) and SEVA GREAT (SE

Virginia). Focus was the state of Golden Rescue and how to work more effectively and efficiently together. Intention is for ongoing dialogue to be fostered by NRGRR Operations Team.

- Survey Monkey completed with fosters, adopters, and volunteers on their understanding of NRGRR, issues, suggestions, etc. in order to improve the experience of fostering.
- Meetings held with key partners (Vet practices, AniMall, etc.) to identify ways to strengthen and expand our partnerships.

Mission Statement was reviewed and revision suggested for Board consideration to better reflect what we do. New Mission Statement was adopted in February 19, 2018. It reads:

NRGRR is a 501(c)(3) organization in North Carolina that is dedicated to the rescue, rehabilitation and adoption of golden retrievers in need. The organization advocates responsible pet ownership, community education and protection of all dogs.

- SWOT Analysis from 2013-14 was reviewed and revised.

Committee Actions:

- Meetings/Surveys with Donors. Contacts will be done in 2018 to better understand donor motivation to support NRGRR and how to strengthen donor relationships.
- Strategic Feasibility/Strategic Projects were indentified and developed. The Projects were to address effectiveness and efficiencies of our current programs and operation and lead to a measured growth of NRGRR. Projects included the following:
 1. Operations.
 - A. Restructure of how training and boarding funds are utilized to improve foster capacity and contain expense for boarding. Focus will be on the recruitment and development of more "power" fosters with the skill and experience to handle dogs with challenging behaviors and complex training needs.
 - B. Outreach to veterinary practices, shelters and rescues to promote NRGRR as a resource for goldens and golden-hearted dogs in need. A priority will be increasing visibility for owner surrenders by presenting NRGRR "as a safe place for a dog to land."
 2. Communications. Priority is given to update of website to:
 - a) be more visually appealing
 - b) reflect current NRGRR operations

- c) be more user friendly
- d) have mobile applications
- e) be more easily updated for posting available dogs

3. Fund Development and Donor Management. Priorities are donor management improvements to include software options and online fundraising. Efforts will include identification of and transition to a Donor Management system.