



OC ANIMAL CARE

STRATEGIC PLAN PROGRESS REPORT

BACKGROUND

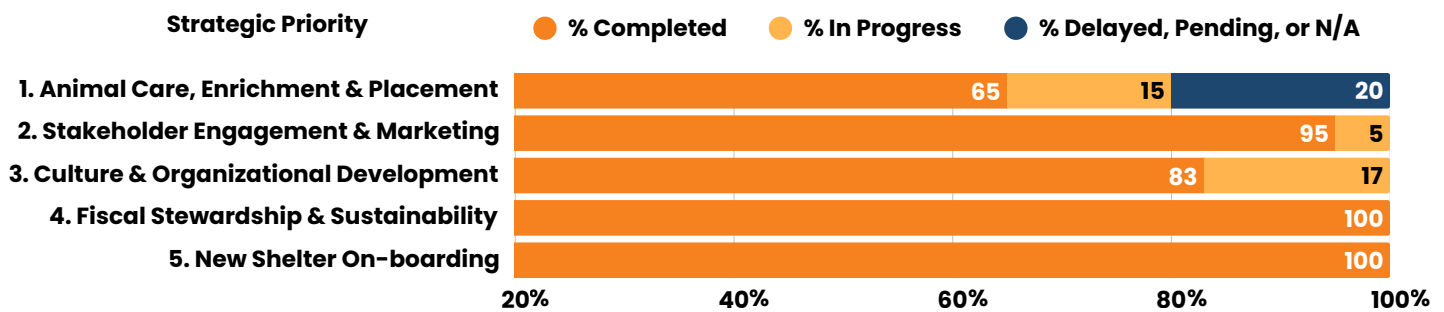
The OC Animal Care 2018 Strategic Plan was developed between 2016 and 2018, and much of it was based on the old shelter campus. It outlines a comprehensive framework with goals aligned to the Association of Shelter Veterinarians (ASV) 2010 Guidelines. The plan serves as the agency's guiding roadmap and has contributed to major programmatic and operational improvements in the years that have followed.

EVALUATION METHODOLOGY

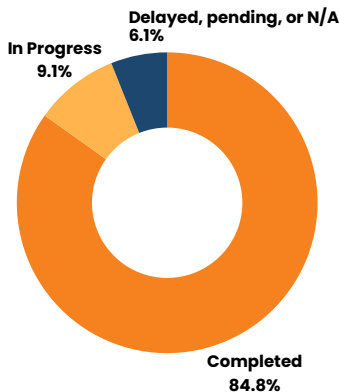
After an RFP effort failed due to external factors, a cross-functional OC Animal Care team of subject matter experts, including professionals from the veterinary, programming, sheltering and dog behavior teams, reviewed and assessed the plan's current status of 66 success measures to ensure alignment with its guiding principles. This thorough evaluation looked not only at each measure's outcome, but also at its intent and the scope of work behind its current status. Success measures were evaluated using five category rankings, recognizing that animal welfare practices continue to evolve and must reflect current standards of care.

The ranking categories include: (1) Completed as prescribed, (2) Completed consistent with the intent of the Strategic Plan but in a different way or timeframe, (3) In progress, (4) Delayed or pending, and (5) No longer applicable (N/A).

EVALUATION OF SUCCESS MEASURES



FINDINGS



Overall, over 84% of the measures were completed as intended or in alignment with the Strategic Plan, with another 9% still in progress and just over 6% delayed, pending, or no longer applicable. Given the age of the plan and the rapidly evolving nature of the animal care industry, these results show that while the plan served its purpose, it is now time to develop an updated Strategic Plan.

NEXT STEPS

OC Animal Care intends to update its Strategic Plan in FY 26/27, recognizing existing programming, ensuring alignment with the since updated 2022 ASV Guidelines, current best practices, allocation of resources, and shelter trends. This effort will include a mechanism for routine public reporting.



OC ANIMAL CARE

STRATEGIC PLAN PROGRESS REPORT FAQs

Has the 2018 Strategic Plan been meaningfully implemented?

Yes, OC Animal Care successfully executed the core components of the 2018 Strategic Plan, achieving measurable improvements in animal care, lifesaving outcomes, customer service, and community engagement.

Why didn't your re-evaluation follow the Action Plans in the Strategic Plan?

Given the age of the Strategic Plan, the evaluation focused on the Strategic Priorities, Goals, and Success Measures, understanding that activities, implementation strategies, legal opinions, resources, and ASV guidelines have evolved since 2018.

Was the 2018 Strategic Plan disregarded after 2020?

No, it has continued to guide OC Animal Care's priorities and remains an active framework today. Many programs and accomplishments across the shelter over the last six years directly correlate to the Strategic Plan goals.

Why were some priorities completed in a different way than stated in the Strategic Plan?

Emerging trends, ever-evolving industry best practices, availability of resources, and updated ASV Guidelines have contributed to changes in the standards that those goals were based on. Additionally, the transition to a newly designed animal shelter led to changes in the needs of animals, especially as the new facility and campus is more spacious and better equipped to meet their needs.

Why did OC Animal Care suspend the TNR program, contrary to the 2018 Strategic Plan?

OC Animal Care has been advised by counsel that the release of unowned cats into the community is prohibited by law.

Why aren't all dogs in daily playgroups?

OC Animal Care's goal is for every animal in the shelter to receive daily, varied enrichment suited to their immediate needs. Because playgroups are not the right answer for every dog, playgroups are just one of many tools utilized for out-of-kennel enrichment.

What qualifications do the staff at OC Animal Care have?

OC Animal Care staff is a team of trained professionals with backgrounds in shelter medicine, animal handling, enforcement, and shelter management. They hold qualifications ranging from entry-level animal care experience to specialized certifications, licenses, and supervisory expertise.

Why did ASV update its guidelines?

The guidelines include over 500 Standards of Care and were revised to keep the intent of the original document, while incorporating important updates based on the growing body of animal sheltering science and recommendations rooted in practical experience. The documents provide overarching standards for animal care, allowing shelters flexibility in meeting these standards according to their unique missions, resources, and community needs.

Why don't you track enrichment on a computer/digitally?

Enrichment tracking on a central board is a common industry practice, giving staff and volunteers one reliable place to see updates and make quick changes. With the high volume of animals and constant turnover, this system ensures everyone stays aligned, and enrichment needs are consistently met.