



OC Animal Care Strategic Plan 2018

2026 Progress Report*

Vision: A safe, compassionate community for all.

Mission: To provide refuge and care for animals, foster the human-animal bond and promote safety in our community.

Strategic Priority 1: Animal Care, Enrichment, and Placement

Goals:	Original Success Measures Identified:	Status:	Current Progress:
<p>1. Every animal in the shelter receives daily, varied enrichment.</p>	<p>a) One hundred percent of all dogs qualified (retention met, healthy, friendly) are in daily playgroups. (Small dogs by Summer 2018; large dogs by Fall 2018 with occasional playgroups before then, as staffing permits).</p>	<p>2</p>	<p>Completed in a different way or time period.</p> <ul style="list-style-type: none"> The Strategic Plan success measure limited out-of-kennel enrichment to focus only on daily playgroups. However, OCAC’s goal is for every animal in the shelter to receive daily, varied enrichment suited to their immediate and individual needs. Because playgroups are not the right answer for every dog approved for out of kennel enrichment, OCAC completes the goal in alternative ways which include but are not limited to playgroups. To support playgroup efforts, OCAC utilizes the Shelter Playgroup Alliance program, which focuses on managing healthy dog interactions. Additional program information can be found Home Shelter Dog Play!. Playgroups are just one tool when it comes to out-of-kennel enrichment for dogs. OCAC provides varied, daily enrichment. Some examples include playgroups, dog walking, off leash yard time, fetch, tug, pack walks and lateral walks. Most recently, OCAC launched the Dogs Day Out Pilot Project, an off-campus enrichment program for select dogs to interact and engage with members of the community for the day.

Status Description:

1. Completed per original strategic plan | 2. Completed in a different way or time period | 3. In progress | 4. Delayed or pending | 5. No longer applicable



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	b) 100% of dogs are provided in-kennel enrichment tailored for their needs daily by June 2018.	1	<p>Completed. OCAC utilizes a variety of enrichment based on individual medical, dietary, behavioral, and personality needs.</p> <ul style="list-style-type: none"> • Every dog is provided daily, in-kennel enrichment based on their individual needs. • Examples of in-kennel enrichment include a variety of bedding, housing arrangements, musical stimuli, scent enrichment, Kong food toys, puzzle toys, slow feeders, ever-changing types of toys, and treats. • OCAC staff and volunteers utilize four-on-the-floor, sit for treats, and clicker training. • TLC volunteers and staff provide kennel-side visits and enrichment for special needs dogs.
	c) Every adoptable cat is taken out of its housing unit for enrichment at least three times per week by Summer 2018	5	<p>No longer applicable. While OCAC recognizes the good intent behind the success measure, disease prevention and surveillance must be prioritized for public health and the safety of the animal.</p> <ul style="list-style-type: none"> • The disease transmission risks associated with this measure in a shelter environment include both zoonotic and non-zoonotic diseases such as panleukopenia, ringworm, notoedres cati, upper respiratory infections, endoparasites, and bacterial infections. • OCAC staff and volunteers work closely with the veterinary team to determine when it is safe to provide out of housing enrichment and for which cats based on vaccination series status, health, season, and other disease prevention/surveillance needs.
	d) 100% of cats receive appropriate enrichment tailored for their needs	1	<p>Completed. Every cat is provided daily, in-kennel enrichment based on their individual needs and housed in portalized or large cages.</p>

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	<p>daily and are housed in portalized or large cages by Fall 2018.</p>		<ul style="list-style-type: none"> • OCAC utilizes a variety of enrichment based on individual medical, dietary, behavioral, and personality needs. • Examples of in-kennel enrichment include a variety of types of bedding and blankets, ever-changing types of toys, scratchers, catnip, feliway products, and treats. • Hide-away bedding, blankets, and boxes are used as necessary based on individual cat personalities and behaviors. • OCAC staff provide daily access to both wet and dry food • A variety of styles of litter pans and litter are available to meet individual needs. • Staff and volunteers provide daily kennel-side visits and enrichment for all kittens and cats. • Cat housing was designed and built as double compartment kennels or with portalized housing featuring perches/shelves to support daily enrichment. • Group housing rooms include a variety of cat trees, perches, and other comforts. These rooms are prioritized for long-term holds.
<p>2. Every animal's care and status is tracked in order to demonstrate ongoing, daily care and comfort during their stay.</p>	<p>a) Every "must" outlined in Association of Shelter Veterinarians (ASV) Guidelines for Standards of Care in Animal Shelters is implemented and occurring at OCAC by Spring 2019.</p>	1	<p>Completed. Updates to the ASV Guidelines were published since this Strategic Plan (December 2022) and the goals within were changed /developed. OCAC staff incorporate the latest guidelines rather than complying with the outdated 2010 guidelines referenced by the Strategic Plan.</p>
	<p>b) 100% of "should and ideally" ASV Guidelines for Standards of Care in Animal Shelters practices are implemented by Summer 2021.</p>	3	<p>In progress. The ASV Guidelines for Standards of Care in Animal Shelters were updated in December 2022, and in response to the published updates, OCAC expanded this measure to be based on the</p>

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			<p>2022 version rather than the now outdated 2010 goals.</p> <ul style="list-style-type: none"> 533 guiding ASV standards of care are provided in the December 2022 update to meet animals' needs while allowing shelters to determine how best those standards are met in their own operating protocols, practices, and workflows based on their mission, legal mandates, resources, challenges, and community needs. Over 90% of the should and ideally of the guiding principles have been tailored to agency specific operations and implemented. Operations and programming are continually evaluated to align with the guiding standards of care that the latest edition of the ASV Guidelines set forth.
	c) 100% of animal enrichment activities tracked by Fall 2018.	1	<p>Completed. Activities are tracked.</p> <ul style="list-style-type: none"> Staff and volunteers utilize dog enrichment tracking boards in each kennel building, cat enrichment boards, TLC dog boards, and rabbit enrichment tracking board. Staff utilize their daily roster sheets to further track assignments. Volunteer assignments are tracked through Volgistics and daily sign-in boards.
3. Options for moving animals quickly through the system to live outcomes are maximized.	a) Average length of stay (LOS) of 8 days for most "Fast Track" animals and 15 days for most "Slow Track" animals by January 2019. Animals may stay beyond this LOS but all efforts are made to decrease roadblocks to movement of animals to live release.	2	<p>Completed in a different way or time period. OCAC's population has changed over the years so the approach has had to expand beyond the Fast Track/Slow Track method.</p> <ul style="list-style-type: none"> Rather than focusing on the Fast Track system that emphasizes quick movement only for animals expected to be adopted quickly, OCAC expanded resources to decrease roadblocks

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			<p>for ALL the animals in their care simultaneously.</p> <ul style="list-style-type: none"> ○ With the addition of permanent veterinary staff, OCAC transitioned to pre-emptive spay/neuter to make all adoptable animals ready-to-go-home rather than needing to focus on Fast track/Slow track method of altering the “desirable” animals first and making slow track animals wait. ○ Certified Professional Dog Trainer – Knowledge Assessed (CPDT-KA) onboarded (08/18/2023); second CPDT-KA on staff as of 02/21/2025. ○ Animal Adoptability Assessment Specialist (AAAS) position was established to focus on tailored evaluations and pathway planning for each pet. ○ Expanded pathway planning for all animals based on individual animal needs.
	<p>b) 75% of medical animals (any animal under veterinary care at OCAC) placed for public adoption while undergoing treatment.</p>	<p>1</p>	<p>Completed. When medically allowable, OCAC’s team places medical pets up for adoption once the animal has met all legal retention requirements.</p> <ul style="list-style-type: none"> ● A veterinarian provides medical consultation for the adopter to explain the pet’s individual needs and provides any take home meds if applicable. ● Less than 25% of medical animals are not available for adoption, and those animals are limited to severe medical cases where it is in the best interest of the animal to be isolated in a medical ward or special housing during treatment and recovery.

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	c) Increase number of fosters able to house animals with medical conditions by 50% by Summer 2018.	1	<p>Completed. Neonatal bottle baby kitten fosters grew more than 50% by Summer 2018, including those able to assist with medical conditions.</p> <ul style="list-style-type: none"> The foster team continues to grow the number of fosters each year and hosts multiple orientations, continuing education events, and one-on-one trainings to continue to invest in the number of fosters able to house animals with a variety of medical conditions. The foster team has expanded programming to include recruitment of medical and general fosters for dogs and mini mammals as well. Animals in our Foster Program must be approved medically and behaviorally as foster candidates. Otherwise, OCAC seeks placement with appropriate adoption partners. For those foster animals with medical conditions, the foster team has streamlined communications by organizing GovDelivery distributions based on the types of animals each foster is interested in, ensuring targeted and efficient outreach.
	d) Length of stay for cats with upper respiratory infections is reduced by 20%, as cats recover quicker through targeted medical fosters.	2	<p>Completed in a different way or time period.</p> <ul style="list-style-type: none"> The database does not track by URI To meet the intent of this goal, OCAC has updated practices to change the previous status of cats with an upper respiratory infection from being “unavailable for adoption” to “available for adoption with medication.” By shifting this practice, OCAC can maximize the ability to get URI cats out of the shelter through adoption AND fosters.

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4. More animals that enter OCAC are saved annually.	a) Live release rate for dogs will remain over 90%.	1	<p>Completed. OCAC is proud of maintaining a dog release rate above 90% every year.</p> <ul style="list-style-type: none"> For calendar year 2025, the dog save rate was 94.26%. Statistics are available online: Statistics OC Animal Care.
	b) Underage kitten transfers will increase by 10% by December 2018.	1	<p>Completed. OCAC increased the kitten transfer number by 10% from 2017 to 2018.</p> <ul style="list-style-type: none"> The number continues to increase thanks to efforts by the rescue team. <ul style="list-style-type: none"> OCAC utilizes a proprietary, industry leading program called RescueTrack to communicate pets in need. In 2023, the team streamlined communications to rescue partners using GovDelivery. In 2025, OCAC implemented Rescue Walk-In Hours to complement the already 7 days/week availability of rescue staff. In 2023, OCAC onboarded a Transport and Transfer Coordinator (PEO) to focus on our transfer efforts and participated in an increased number of large-scale transports of our of-age and medically cleared kittens.
	c) Live release for cats will increase by at least 5% each year with a target of 85% or higher by December 2020.	5	<p>No longer applicable. At the time of this plan, TNR numbers were incorporated into live release goals. This live release measure is considered not applicable due to the current status of TNR programming. OCAC focuses on providing humane, individualized care and assistance to the most at-risk cats in our community rather than focusing on an arbitrary release rate.</p>

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	d) Live release rates for kittens will increase to at least 70% by the Spring of 2019. Staff will evaluate annually and adjust up as needed.	1	Completed. The rate for calendar year 2025 was 76.99%, surpassing the original goal of at least 70%.
	e) Owner requested euthanasia for dogs and cats decreases to 2% of intake by 2019 (and is monitored).	5	No longer applicable. Following a previous legal settlement agreement, OCAC does not provide owner request euthanasia services.
	f) Owner surrenders for dogs and cats are increasingly referred to our diversion program instead of shelter intake. A baseline for this metric will be recorded at the end of 2018 and shall increase by 10%. This metric will be evaluated annually to determine next target.	1	<p>Completed. OCAC has made great strides by establishing an intake diversion department, commonly referred to in the animal welfare industry as managed intake, which is focused on connecting the community with education and resources.</p> <ul style="list-style-type: none"> • The intake diversion team supports pet owners with rehoming their own pet with tips, education, and access to free online rehoming platforms like https://rehome.adoptapet.com/ and https://home-home.org/. • The intake diversion team provides resources, training tips, education, access to low-cost options for care, and more. • OCAC partners with HEART and Vet Care to provide three monthly low-cost vaccination, and wellness events at OCAC for the public. • June 2024 – December 2025 – 624 dog and 237 cat owner surrender requests were diverted through providing a resource, training tips, education, counseling, and connecting pet owners with additional options and resources. Some examples include providing free kitten kits, rehoming solutions, pet pantry and food support, low-cost vet and vaccine clinic options, education on pet training, and more.

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<p>5. Reunite more lost pets with their owners.</p>	<p>a) Increase RTO (Return to Owner) rate for dogs to 45% and RTO for cats to 5% by December 2019.</p>	<p>3</p>	<p>In progress. The Strategic Plan did not provide guidance on which calculation to utilize or why the success measure was set significantly higher than national averages. To respond to this success measure, OCAC followed RTO calculations set forth by Shelter Animals Count (SAC), an industry-leading expert in animal shelter statistics. As such, the following information was considered:</p> <ul style="list-style-type: none"> • The SAC website provides two types of statistics related to RTO: <ul style="list-style-type: none"> ○ % utilizing stray intake number compared to RTO, and ○ % utilizing all intakes compared to RTO • In 2025, the SAC website reported national averages for RTO: <ul style="list-style-type: none"> ○ % of stray intake dogs that were RTO: 34% ○ % of stray intake cats that were RTO: 6% ○ % of all intake dogs that were RTO: 19% ○ % of all intake cats that were RTO: 3% • 2025 OCAC RTO rates utilizing both formats: <ul style="list-style-type: none"> ○ % of stray intake dogs that were RTO: 50.9% ○ % of stray intake cats that were RTO: 4.2% ○ % of all intake dogs that were RTO: 30.4% ○ % of all intake cats that were RTO: 3.7% • When compared to SAC national averages, OCAC meets or exceeds in all categories except for RTO % related to intake of all cats. For this statistic, if underage stray cats were removed from the equation (based on the assumption they do not have owners looking for them and state law that excludes stray hold times for kittens under 8 weeks of age) OCAC would exceed national averages for all rates.

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	b) Licensing compliance of 60% or greater by 2019.	3	<p>In progress. The Strategic Plan set a licensing compliance rate that far exceeds the national average rate as set forth by Docupet, one of the largest third-party pet licensing agencies.</p> <ul style="list-style-type: none"> The Docupet reported licensing compliance national average: 13% OCAC's licensing compliance in 2025: 35.9%, far exceeding national averages. OCAC has increased licensing efforts, including digital canvassing efforts to continue to grow licensing compliance. It is recommended that national licensing compliance rates be evaluated to update the success measure appropriately.
	c) Increase TNR (Trap-Neuter-Return) rate for cats to 20% by 2019. (Numbers will be evaluated at the end of 2018; if we have significantly increased our TNR cats by that time, this metric may be increased.)	4	<p>Delayed or pending. Pending future legislation.</p>

Strategic Priority 2: Stakeholder Engagement and Marketing

Goals:	Original Success Measures Identified:	Status:	Current Progress:
1. Make the adoption process customer-friendly, easy and efficient.	a) Adopter satisfaction of at least 85% as captured in post-adoption surveys.	1	<p>Completed. OCAC has utilized Survey Monkey since 2022 for post-adoption surveys. In 2025:</p> <ul style="list-style-type: none"> 98.58% of survey responders said they were greeted and directed in a friendly manner by an OCAC staff member. 96% of survey responders said they were taken to see their pet within 15 minutes.

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			<ul style="list-style-type: none"> 91.74% of survey responders said staff were informative and able to assist with their questions about specific pets. When asked to select 1-10 the likelihood of recommending OCAC to a friend, 99.14% selected 7 or higher.
	b) Streamline adoption process so that it only takes 10 minutes at the window to complete a customer's transaction by Fall 2018, as measured by periodic time studies, or by using potential new technology.	1	<p>Completed. This success measure has been completed based on implemented streamlining to the process, but OCAC has learned that it is more important for our staff to assist a customer with information and support rather than rush a transaction.</p> <ul style="list-style-type: none"> The process of the transaction itself can be completed in 10 minutes. Of note, staff spend additional time answering questions about information known about the pet, providing pet related tips and training information, consulting on known medical or behavior issues, and a variety of other topics. The focus must continue to be to provide quality customer service, ongoing education, adoption counseling, and medical consultations, balanced with a speedy checkout process.
	c) Assess the visitation process and implement a new, more customer-friendly process by Fall 2018, as captured in feedback from customer surveys.	1	<p>Completed. Adoption surveys continue to be evaluated to gauge customer feedback.</p>
	d) 80% of requested visits with adoptable pets are accommodated within 15 minutes of request,	1	<p>Completed. Adoption surveys continue to be evaluated as well as internal time studies and supervisor oversight.</p>

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	measured by periodic time studies, or using potential new technology.		
2. Adoption Partners are engaged, and relationships enhanced.	a) Conduct yearly survey showing a 10% increase in satisfaction annually by adoption partners to at least 85% by 2020. Utilize the survey conducted by JVR in Fall 2016 as the baseline for rate of satisfaction.	2	<p>Completed in a different way or time period.</p> <ul style="list-style-type: none"> In 2023, we transitioned to GovDelivery to ensure targeted outreach to our adoption partners, dependable delivery, ability to measure engagement through provided benchmarks (opens & clicks). In 2024, the adoption partner agreement was updated and refreshed. In 2025, the Rescue Team office space was reconfigured to be downstairs to allow our partners to have greater, easier access to rescue team members. In 2025, the main phone line was reconfigured with the option for rescue calls to ring directly to the rescue team desk rather than the general phone staff to expedite rescue information. In 2025, the rescue team added drop-in office hours in addition to being available daily for adoption partners to visit and provide in-person, real time feedback.
3. Volunteers are engaged in almost every aspect of shelter operations to provide needed support to achieve OCAC goals.	a) Increase volunteer engagement by 50% by February 2019.	1	<p>Completed in 2019.</p> <ul style="list-style-type: none"> By number of volunteers: <ul style="list-style-type: none"> 2017 – 98 volunteers 2019 – 207 volunteers By hours volunteered: <ul style="list-style-type: none"> 2017 – 13,283 hours 2019 – 34,819 hours
	b) Increase training provided for all key areas of volunteer involvement by 25% by February 2019	1	Completed. Continuing to improve and expand beyond the success measure, including Dogs 101 for all dog volunteers, Fear Free Training for all volunteers, onboarding mentorship training

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			requirements, and hands-on follow-up training opportunities with key staff members.
	c) Create a tiered infrastructure for volunteer engagement whereby current volunteers have written position descriptions and schedules by Fall 2018.	3	<p>In progress. Some structure/positions have been created with more in development.</p> <ul style="list-style-type: none"> Scheduled signups are available and required in Volgistics, however, volunteer compliance is in progress.
	d) Expand volunteer program to include additional responsibilities and duties to support staff and animals by Summer 2018.	1	<p>Completed. Support roles are continuously evaluated for future opportunities.</p>
4. Public feels welcome at the shelter, has a positive experience, and clear ways to help.	a) All staff receives comprehensive customer service training – refresher for current staff, onboarding for new staff by Spring 2019.	1	<p>Completed in 2019.</p> <ul style="list-style-type: none"> Further expanded to include a dedicated lobby greeter. Additional ongoing training includes Eureka training platform, section-specific briefings/trainings, documentation.
	b) 75% of enrichment items are received through direct donations or the Amazon Wishlist by Summer 2019.	1	<p>Completed.</p> <ul style="list-style-type: none"> All sheets, blankets, towels, beds used for enrichment are received by donation. Donations are received daily from the community for a variety of other enrichment including treats, Kongs, bedding, toys, catnip, hairbrushes, bathing and grooming supplies, slow feeders, puzzle toys, and more.
	c) A fund specifically devoted to helping owners reclaim their lost pets is created by 2019, with at least \$50,000 annually to help shelter animals be reunited with their families.	2	<p>Completed in a different way or time period.</p> <ul style="list-style-type: none"> Because donations to OCAC must be utilized for unowned animals in the shelter, OCAC implemented a fee waiver category for those pet owners who meet low-income thresholds to help owned animals be reunited with their families.

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			<ul style="list-style-type: none"> Additionally, OCAC implemented the ability to bill later or payment plans to ensure animals can be reunited same day.
5. The Community has access to increased information sharing and transparency to increase understanding and support for OCAC.	a) Proactive, consistent social media messaging increases followers on Facebook page by 10% by Dec. 2018.	1	Completed and continue to generate new followers.
	b) New feature (i.e. before and after story, adoption happy ending, highlighted program, etc.) on social media every month by June 2018.	1	Completed , with many of these special features happening weekly, such as 'Happy Tail Tuesdays' which features recent adoption happily ever after stories.
	c) Transparency to the public is offered through sharing and posting of monthly animal outcomes as well as progress towards goals on OCAC website by Fall 2018.	1	Completed. OCAC has been publishing monthly statistics since July 2025. <ul style="list-style-type: none"> OCAC continues to post programmatic progress, pilot projects, ongoing initiatives and more on its website and social media channels.
6. Contracting cities recognize the great service provided by OCAC and want to be part of it.	a) OCAC retains all current contract cities and these cities report a satisfaction rate of 75% or higher with services by January 2019.	1	Completed. Cities were surveyed during CMAACC meetings in early 2019. <ul style="list-style-type: none"> OCAC continues to maintain its current contract cities and meets bi-monthly to assist with satisfaction rates.
	b) Non-Contract cities recognize the positive impact OCAC has on the community and request to join our program by January 2020.	1	Completed , OCAC has had several cities inquire with interest/request to join.
7. Engage the veterinary community to encourage the relationship between vets and shelter animals.	a) Partnership with veterinary hospital groups implemented by Fall 2018 to ensure veterinary aftercare of animals following adoption, decreasing returns by 5% at the end of 2019.	2	Completed goal in an alternate way. <ul style="list-style-type: none"> At the time this plan was put together, OCAC relied almost exclusively on contract veterinary work to care for animals at the shelter. In 2022, OCAC shifted its focus to bringing full time veterinarians onboard to better support and provide for care.

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			<ul style="list-style-type: none"> Staff vets are able to provide free consults at the time of adoption for medical pets. Staff veterinarians are able to provide follow up exams for a variety of concerns within the first 7 days following the adoption. OCAC provides a voucher to all adopters for a free vet visit at participating hospitals. OCAC provides adopters with info about onsite low-cost vet clinic opportunities through HEART and Vet Care partnerships as well as local, low-cost options like Golden State Humane Society.
	b) Continue engagement at Veterinary Medical Association forums for sharing ideas and increased partnership between private veterinarians and the shelter, as demonstrated by more veterinarians represented at shelter events.	1	<p>Completed by hiring a Chief Veterinarian and three staff veterinarian positions.</p> <ul style="list-style-type: none"> Chief Veterinarian is a member of various associations including SCVMA. Staff veterinarians are onsite daily, including days with shelter events.

Strategic Priority 3: Culture and Organizational Development

Goals:	Original Success Measures Identified:	Status:	Current Progress:
1. OCAC departments communicate consistently and understand each other's goals.	a) Roundtable meetings between the sections are held every month by August 2018.	1	Completed.
2. Goals are defined within departments and	a) 90% of staff report that they are informed and understand their role by Fall 2018.	1	Completed and continuously supported through consistent one-on-ones, briefings, team meetings, ongoing education opportunities, and more.



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each person understands their role in the goals.			
3. Staff are highly trained and report they are informed and understand their roles.	a) 90% of staff report they are informed and understand their roles and demonstrate that they consistently follow policies and procedures by Spring 2019.	2	Completed in a different way or time period. Staff utilize a combination of policies and procedures, workflows, and established practices. <ul style="list-style-type: none"> • Bi-monthly safety trainings are conducted to ensure refresher trainings are ongoing.
	b) Each staff member has a defined job description with measurable goals.	1	Completed. Staff have defined jobs, assigned tasks, and goals, including PIP goals as applicable.
	c) Performance reviews conducted annually to determine that staff follow written SOP's, and progress meetings held every 6 months.	3	In progress. Provided through annual staff performance evaluations and always ongoing.
	d) Annually review program protocols and written SOP's, with staff training by Fall 2019.	3	<ul style="list-style-type: none"> • Completed: Annual reviews of ongoing practices with staff training and refresher trainings. • In progress: Ongoing updates to formal, written Policy and Procedures that require HRS, Risk, Legal, and Union concurrence.
4. Visitors and customers of OCAC have professional and respectful interactions with all staff.	a) All staff is trained on excellent customer service and are given the tools to succeed by Summer 2018	1	Completed. OCAC provides in-person training opportunities as well as Eureka and other online support training modules.
	b) Customer complaints decrease 25% and positive reviews on Yelp, Google increase by 50% by January 2019.	2	Completed in a different way or time period. <ul style="list-style-type: none"> • Customer satisfaction surveys are a more reliable tool to assess interactions on-campus from actual customers. • Customer satisfaction surveys continue to show adopters are satisfied and would recommend OCAC to friends and family.

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	c) By Fall 2018, staff create a system to respond and attempt to resolve any complaints or negative reviews on Google and Yelp.	2	Completed in a different way or time period. <ul style="list-style-type: none"> Staff created systems to respond and attempt to resolve complaints in real time at the shelter, follow up complaints received online, through email, phone calls, or via stakeholders.
	d) Create a comprehensive Customer Service training program and Policy & Procedure (P&P) for all staff, with specifics for each area by Spring 2019.	2	Completed in a different way or time period. <ul style="list-style-type: none"> Development of a Customer Service Desk Manual and extensive training. Additional training support through County provided Eureka customer service training modules. In 2025 – Created an Assistant Manager – Adoptions position to further support the growth and development of customer service staff.
5. Create a positive organizational culture, which encourages cooperation and customer service for staff and volunteers.	a) Create cultural agreement for all staff and volunteers by Fall 2018.	2	Completed in a different way or time period. OCAC continues to work directly with staff and Human Resources and has a Policy and Procedure on Professional Conduct in place.
	b) All staff and volunteers are trained on the cultural agreement that guides their service at the shelter by December 2018.	1	Completed. With the completion of ‘a’ in the manner above, staff are trained to the policy and volunteers are trained on their signed agreement.

Strategic Priority 4: Fiscal Stewardship and Sustainability

Goals:	Original Success Measures Identified:	Status:	Current Progress:
1. Increase revenues from dog licensing in	a) Licensing compliance of 60% or greater by 2019.	2	Completed in a different way or time period. OCAC has increased licensing revenue each year since 2019.

Status Description:

1. Completed per original strategic plan | 2. Completed in a different way or time period | 3. In progress | 4. Delayed or pending | 5. No longer applicable



OC Animal Care Strategic Plan 2018

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Goals:	Original Success Measures Identified:	Status:	Current Progress:
OCAC's service areas.			<ul style="list-style-type: none"> The Strategic Plan set a licensing compliance rate that far exceeds the national average compliance rate as set forth by Docupet, one of the largest third-party pet licensing agencies. The Docupet reported licensing compliance national average: 13% OCAC's licensing compliance in 2025: 35.9%, far exceeding the national average. OCAC has increased licensing efforts, including digital canvassing efforts to continue to grow licensing compliance. It is recommended that national licensing compliance rates be evaluated to update the success measure appropriately.
2. Increase volunteer engagement to assist with daily shelter duties and events.	a) Enhance volunteer engagement by providing more structure and resources to support volunteers in their work through elevation of volunteer leaders by July 2018.	1	Completed. OCAC has increased the number of mentor volunteers, event lead volunteers, and other notable volunteer leadership assistance.
	b) Increase number of active volunteers by 50% in 2019.	1	Completed in 2019. <ul style="list-style-type: none"> By number of volunteers: <ul style="list-style-type: none"> 2017 – 98 volunteers 2019 – 207 volunteers 2025 – 401 volunteers
3. Engage in fundraising campaign to increase donor base, and an increase of donations to the shelter.	a) Establish a fundraising initiative by 2019 that generates funds to enable OCAC to support and expand current operations.	2	Completed in a different way or time period. <ul style="list-style-type: none"> OCAC continues to work with the community for donation support through Amazon wishlists, onsite drop-off donations, pet food drives, and monetary donations. OCAC created the Pet Food Pantry in 2020 that is operated 100% by donation. The event

Status Description:

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Goals:	Original Success Measures Identified:	Status:	Current Progress:
			continues to grow each year thanks to fundraising campaigns, increasing donor and sponsor base, and donations directly to the shelter.
4. Complete fee study to gather a more accurate estimate of costs for program services.	a) Bring recommendations from the Auditor/Controller fee study to Board of Supervisors for implementation in 2018.	1	Completed in 2018.
5. Investigate alternative dog license tag programs to lower costs and encourage increased compliance.	a) Investigate and if appropriate bring to the Board for consideration a revenue-based dog tag system to reduce calls reuniting animals with their owners by 25%.	1	Completed in 2021. Pet Hub Tag was implemented and includes a QR code as well as 24/7 phone line for pet finders to call directly to reunite that pet with its owner.

Strategic Priority 5: New Shelter On-Boarding

Goals:	Original Success Measures Identified:	Status:	Current Progress:
1. OCAC staff prepare and execute a smooth transition from the old shelter to the new shelter.	a) Regular meetings set with roles and responsibilities identified by October 2017.	1	Completed.
	b) Comprehensive move plan developed by November 2017.	1	Completed.
	c) Move accomplished by (one month post construction completion – Estimated March 2018).	1	Completed.

Status Description:

1. Completed per original strategic plan | 2. Completed in a different way or time period | 3. In progress | 4. Delayed or pending | 5. No longer applicable



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Goals:	Original Success Measures Identified:	Status:	Current Progress:
2. OCAC staff develops new protocols and workflows for new shelter.	a) Move accomplished by (one month post construction completion – Estimated March 2018).	1	Completed.
	b) Protocols drafted for new shelter by (2 months before move), finalized by 12 months after move in, revised as needed after move in.	1	Completed. Workflows updated regularly as needed.
3. OCAC staff plays an active role in planning and participating in the new shelter grand opening.	a) Protocols drafted for new shelter by (2 months before move), finalized by 12 months after move in, revised as needed after move in.	1	Completed. Workflows updated regularly as needed.
	b) Clear the old shelter adoption event held prior to move to extensively reduce the number of animals needing to be moved to new facility 1 week prior to scheduled move.	1	Completed.
	c) Tours planned and conducted at and after opening	1	Completed.
4. OCAC staff plans tour of new shelter to engage stakeholders.	a) Tailored tours developed and scheduled by two months after move for following groups: grand opening, media, vet community, contract cities, volunteers, ACCOC, rescue partners.	1	Completed.

Status Description:

1. Completed per original strategic plan | 2. Completed in a different way or time period | 3. In progress | 4. Delayed or pending | 5. No longer applicable