

Strategic Plan Progress Report



April 2026



BACKGROUND

- 2018 Strategic Plan was developed between 2016 and 2018
- Largely based on the old shelter campus
- Framework and goals aligned with the since updated 2010 ASV Guidelines
- Serves as our guiding roadmap
- Contributed to major programmatic and operational improvements



EVALUATION METHODOLOGY

Cross-Functional Team

Subject matter experts, including professionals from the veterinary, programming, sheltering and dog behavior teams

66 Success Measures

Two-day, immersive group evaluation of each measure to ensure alignment with its guiding principles, including intent, outcome, and scope of work

Ranking Categories

Success measures were evaluated using five category rankings, recognizing that animal welfare practices continue to evolve and must reflect current standards of care



Ranking Categories

1

Completed
Completed as prescribed

2

Completed Differently
Completed consistent with the intent of the Strategic Plan goal, but in a different way or timeframe

3

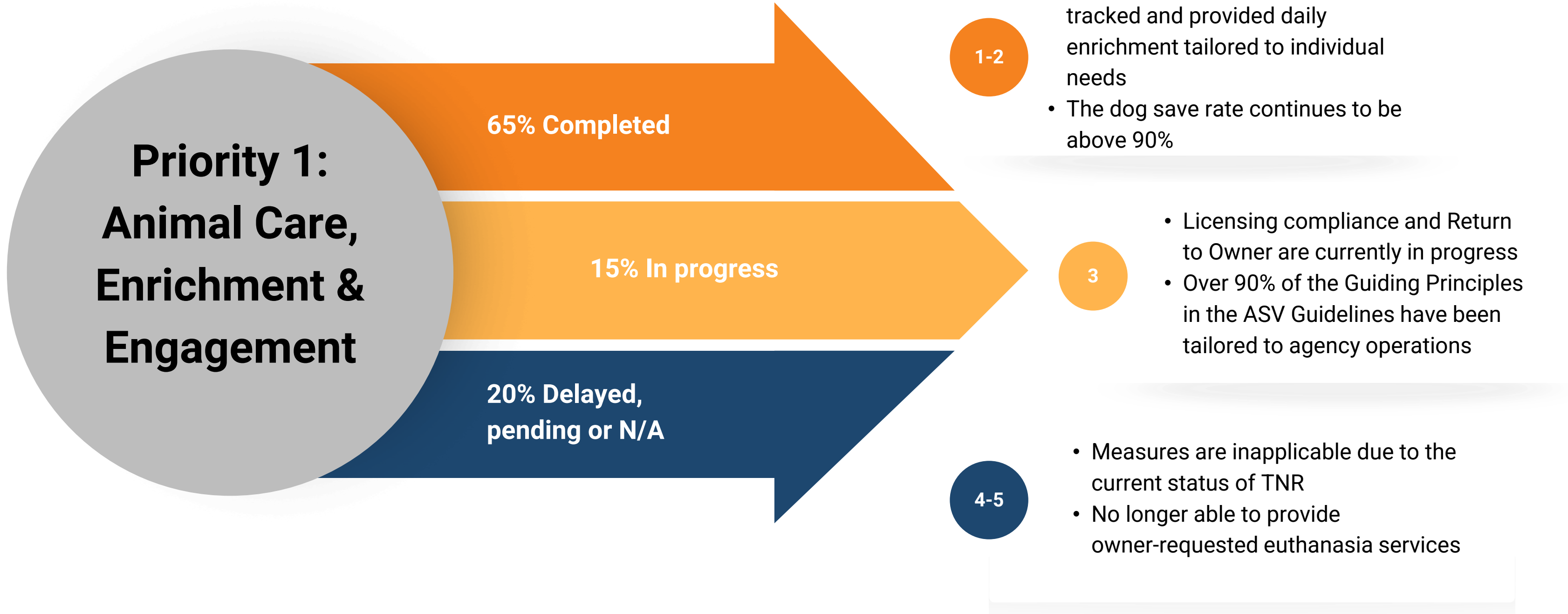
In Progress
Currently in various stages of development and implementation

4

Delayed or Pending
Delayed or pending

5

No Longer Applicable
N/A due to legal opinions, resources, and/or updated ASV Guidelines



**Priority 1:
Animal Care,
Enrichment &
Engagement**

65% Completed

15% In progress

20% Delayed,
pending or N/A

1-2

- Every animal's care and status is tracked and provided daily enrichment tailored to individual needs
- The dog save rate continues to be above 90%

3

- Licensing compliance and Return to Owner are currently in progress
- Over 90% of the Guiding Principles in the ASV Guidelines have been tailored to agency operations

4-5

- Measures are inapplicable due to the current status of TNR
- No longer able to provide owner-requested euthanasia services

Priority 2: Stakeholder Engagement & Marketing

95% Completed

5% In progress

1-2

- Streamlined adoption process with customer satisfaction captured in post-adoption surveys
- Information sharing and transparency
- Volunteers are engaged and trained

3

- While structured volunteer positions have been created, additional opportunities continue to be in development

**Priority 3:
Culture &
Organizational
Development**

83% Completed

17% In Progress

1-2

- Goals have been defined and communicated
- Staff are professionally trained and understand their roles
- There is a positive organizational culture, and customer surveys show visitors have respectful interactions with staff

3

- Annual staff performance evaluations
- Ongoing written updates to formal policies and procedures

**Priority 4:
Fiscal
Stewardship &
Sustainability**

100% Completed

1-2

- Expanded revenue, volunteer leadership, and community support, including increased licensing revenue, steady volunteer onboarding, strong donation programs, and a fully donation-funded Pet Food Pantry
- Improved lost-pet reunification with PetHub tags featuring QR codes and a 24/7 hotline

**Priority 5:
New Shelter
On-boarding**

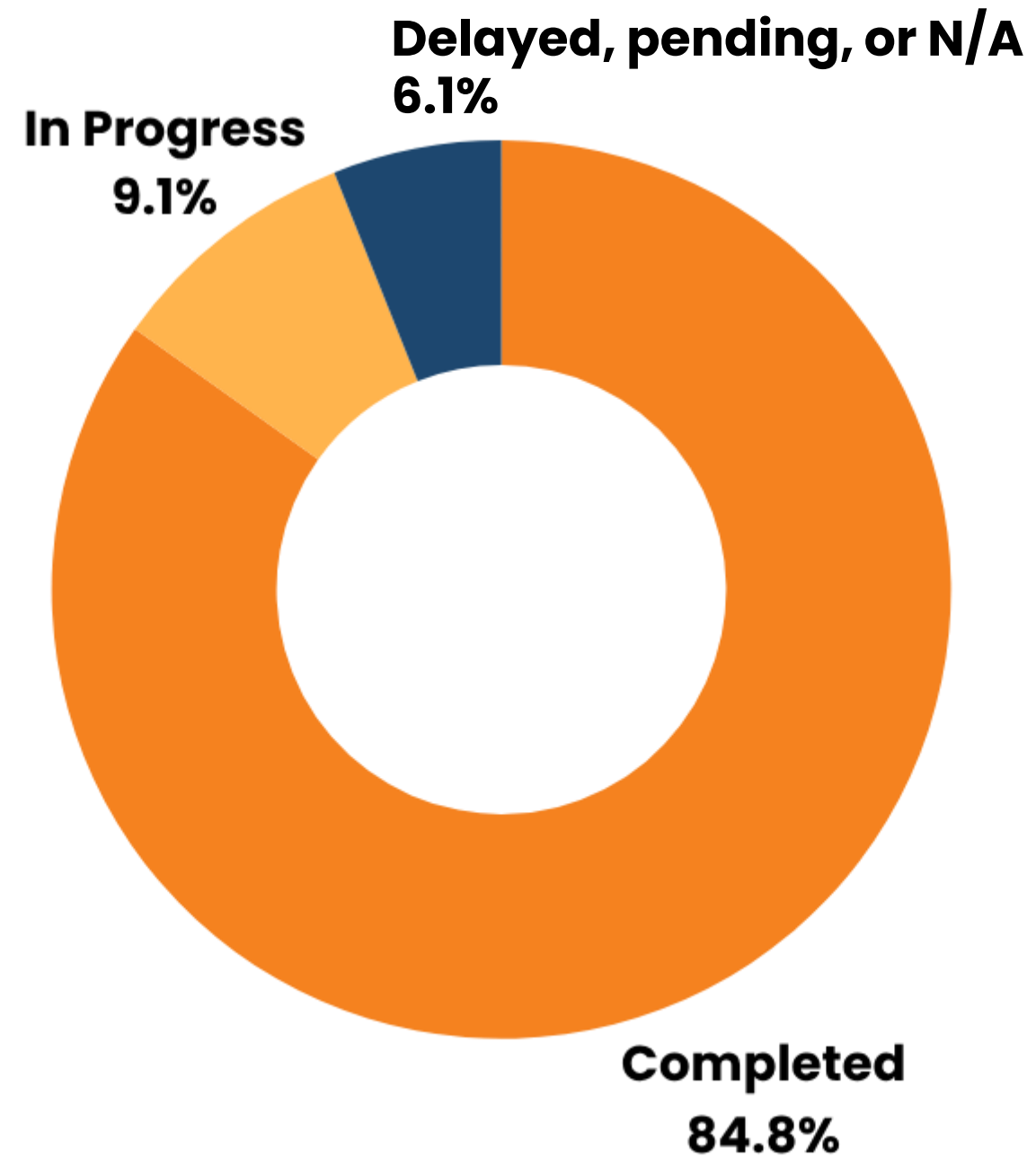
100% Completed

1-2

- Successful transition to the new shelter campus completed, including move planning, protocol development, grand-opening participation, and stakeholder tours
- Protocols support ongoing operations in the new facility



FINDINGS



84.8% Completed

Completed as intended or completed consistent with intent of Strategic Plan but in a different way or timeframe

9.1% In Progress

Currently in various stages of development or implementation

6.1% Delayed, Pending, or N/A

Delayed, pending or no longer applicable due to updated guidelines, fiscal challenges, or legal counsel



NEXT STEPS

- Publish Progress Report for the community
- Update to the Strategic Plan in FY 26/27
 - Ensure alignment with the 2022 ASV Guidelines, current best practices, and shelter trends
 - Include stakeholder and community engagement
 - Create a regular reporting mechanism



OC ANIMAL CARE

STRATEGIC PLAN PROGRESS REPORT

