



5-year STRATEGIC PLAN: 2022-2026

VISION *Our vision is to build a safe and humane community for humans and animals.*

MISSION *To foster an environment of respect, responsibility, and compassion for all animals through learning, legislation, and leadership.*

ANIMAL SERVICES

Goal 1: Become a sustainable organization with the capacity to meet the needs of our community.



Strategies

1. Conduct a feasibility study to assess the current building's capacity and provide best care for Thurston County animals.
2. Conduct a Governance study to assess the IGA and current governance structure.
3. Conduct a study to assess funding sources, revenue, and the community's capacity for giving.
4. Perform a marketing and branding analysis, implementing recommendations.

Key Benchmarks

1. Present findings and recommendations from feasibility study to JASCOM, 2022-23
2. Present findings and recommendations from governance study to JASCOM, 2022-23
3. Present findings and recommendations from marketing and brand analysis to JASCOM, 2023-24
4. Present findings and recommendations revenue and fundraising study to JASCOM, 2024-25



Goal 2: Expand and improve animal care and programming to support our community's pets and people.

Strategies

1. Continue to implement and increase medical care for shelter animals.
2. Review, identify, and recommend changes to local ordinances that impede or limit live-saving programs and services within Thurston County.
3. Create training and development opportunities for staff, focusing on our vulnerable animal populations both within the shelter and in the community.
4. Evaluate current and future staffing needs.

Key Benchmarks

1. Perform 10% of spay and neuter surgeries on-site in 2022, increasing over the next 5 years by 5-10% year over year.
2. Provide 15-20% of medical treatment and procedures on-site by 2025.
3. Increase save rate by 5-10% for vulnerable populations such as feral cats by 2023.
4. Establish baselines for behavioral outcomes in 2022. Increase in positive outcomes for animals with behavioral needs in ensuing years.
5. Implement training for staff by the end of 2022.

Goal 3: Increase accessibility, inclusivity, and enhance community involvement.



Strategies

1. Develop more collaborations by leveraging our reputation and working with Thurston County entities, stakeholders, nonprofit organizations and businesses.
2. Evaluate language/DEI access of all materials including, brochures, handouts, website, forms (online), etc.
3. Partner with Thurston County entities to promote Joint Animal Services through the marketing and communications teams.

Key Benchmarks

1. Reintroduce humane educational opportunities and outreach events in 2022.
2. Increase language access to website by the end of 2022.
3. Increase language and DEI access to other materials by the end of 2023.
4. Perform annual meeting with each jurisdiction to provide updates on Joint Animal Services.
5. Partner with jurisdiction to increase access to information out to Thurston County constituents.



5-year STRATEGIC PLAN TIMELINE: 2022-2026

| Goal | Key Benchmark | 2022 | 2023 | 2024 | 2025 | 2026 |
|------|--|------|------|------|------|------|
| 1 | 1 - Present findings and recommendations from feasibility study to JASCOM, 2022-23 | | | | | |
| 1 | 2 - Present findings and recommendations from governance study to JASCOM, 2022-23 | | | | | |
| 1 | 3 - Present findings and recommendations from marketing and brand analysis to JASCOM, 2023-24 | | | | | |
| 1 | 4 - Present findings and recommendations revenue and fundraising study to JASCOM, 2024-25 | | | | | |
| 2 | 1 - Perform 10% of spay and neuter surgeries on-site in 2022, increasing over the next 5 years by 5-10% year over year. | | | | | |
| 2 | 2 - Provide 15-20% of medical treatment and procedures on-site by 2025. | | | | | |
| 2 | 3 - Increase save rate by 5-10% for vulnerable populations such as feral cats by 2023. | | | | | |
| 2 | 4 - Establish baselines for behavioral outcomes in 2022. Increase in positive outcomes for animals with behavioral needs in ensuing years. | | | | | |
| 2 | 5 - Implement training for staff by the end of 2022. | | | | | |
| 3 | 1 - Reintroduce humane educational opportunities and outreach events in 2022. | | | | | |
| 3 | 2 - Increase language access to website by the end of 2022. | | | | | |
| 3 | 3 - Increase language and DEI access to other materials by the end of 2023. | | | | | |
| 3 | 4 - Perform annual meeting with each jurisdiction to provide updates on Joint Animal Services. | | | | | |
| 3 | 5 - Partner with jurisdiction to increase access to information out to Thurston County constituents. | | | | | |