

PAVING *the* WAY:

A New Future Together



**the
Humane
Society**
Tacoma & Pierce County

Three-Year Strategic Plan
(2023-2026)

thehumanesociety.org



Leslie Dalzell

CEO, the Humane Society for
Tacoma & Pierce County

Paving Our Future Together

A Message from Our CEO

The Humane Society for Tacoma & Pierce County (HSTPC) began in 1888 as the fourth humane society in the nation and is now the largest open-admission animal shelter in Washington State. We were founded by revolutionaries and champions of animal welfare who dared to question the status quo, and we continue to do so as we move into this new era of growth and innovation for our organization.

In the first four months of 2023 alone, we are already making significant strides with an increase in our life-saving rate and a decrease in the average time a pet is in our shelter. Our efforts will continue to achieve more transformational goals and milestones. To do this, we knew a strategic plan was needed to pave the way for even more success.

The following plan reflects an extensive six-month process that included considerable research, data, feedback collection, analysis, and development. This process has shown that we have a network of dedicated and passionate staff, volunteers, donors, and community members who are ready to pioneer a new way forward.

Over the next three years of this plan and beyond, we will save countless animal lives, support our community and those who need us the most, and pioneer an organization of well-being through innovative initiatives.

We look forward to taking you along this path with us – and we can't wait to show you what we can accomplish together for pets and for the people who love them.

Sincerely,

Leslie Dalzell

"We've paved a new path. A path of inspirational change. A path for a brighter future in animal welfare for our community."

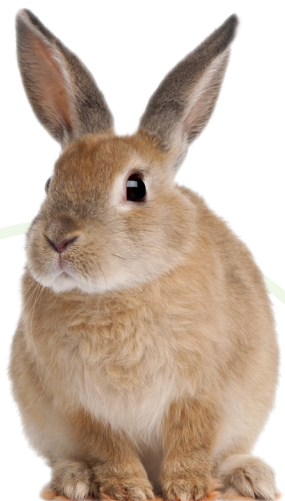


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Murphy

Murphy had experienced severe trauma to his eye and was terrified and in pain when he arrived at our shelter. He hissed and tried to hide from our vet staff during his exam. He was scared, but he was in the right place.

After his surgery, and with his pain finally resolved, the love and attention he received from our staff and volunteers helped restore his confidence and bring out the happy, sweet cat he was meant to be.



Planning Process: An Overview

Developing the Pathway

...

Toward the end of 2022, HSTPC began planning for the next three years and embarked on an extensive strategic planning process. This process was guided through seven phases over the span of six months.

Survey data was collected from shelter personnel as well as input from key stakeholders, in order to examine the organization's current state. After thorough analysis, areas of focus were identified and a roadmap to achieve those key areas over the next three years was built.



"This plan was built for informed strategic direction, measurable change, and inspirational vision."

- Strategic Planning Team



Assess Current State

...

- **Prep** the seven-phase planning process
- **Gather input and data** on current state and future attributes
- **Capture themes** to establish framework

NOVEMBER - FEBRUARY

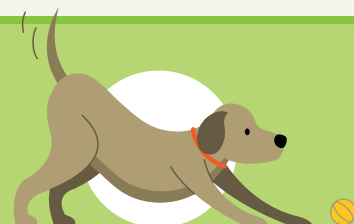


Develop Strategy

...

- **Identify objectives** based on the established framework
- **Establish action roadmap** in support of each objective
- **Define metrics of success** for each objective

FEBRUARY - MARCH



Implement Plan

...

- Develop **implementation and communication** strategy
- **Share plan** with personnel, stakeholders, and community

APRIL - MAY

7 Phases of the Planning Process

Phase 1: Prep & Introduction (preparation of materials and informing personnel); **Phase 2:** Assessment & Research (conduct surveys and interviews); **Phase 3:** Analyze & Reassess (SWOT and TOWS analysis, identify areas of focus, and revise vision and mission); **Phase 4:** Plan (construct objectives and tactics); **Phase 5:** Evaluation (identify metrics to determine success of each objective); **Phase 6:** Implementation & Communication (develop plan for implementing and communicating plan); **Phase 7:** Monitor & Revise (develop a monitoring schedule and revision plan)



Areas of Focus

Personal Well-being

Support and amplify our people



Community Well-being

Foster an impactful and positive relationship with the community



Animal & Organizational Well-being

Transform the organization through best practices



Our Mission

Partnering with our community, we provide life-saving work for pets in need and support to the people who love them.



Our Vision

To be a leading animal welfare organization through inclusive well-being by supporting our people, fostering impactful relationships with our community, and transforming our shelter through best practices.



People are the heart of our organization. We are committed to our people, just as much as we are committed to pets.

Objective 1

Leverage personnel through assessing skills as well as offering and requiring several professional development opportunities as they become available within three years.

• • •

Staff and volunteers are the heart of our organization. Our personnel bring with them a wealth of knowledge and experience that we will continue to integrate and grow. In order to provide top-quality animal care, run efficient operations, and advance our overall practices, we will continue to invest in our personnel through offering training and professional development opportunities.



Key Tactics



- ✓ Provide *education opportunities* and *identify and invest in training programs*.
- ✓ Budget for and allocate time for *professional development opportunities*.
- ✓ *Identify staff interests* during staff performance reviews and check-ins.
- ✓ Complete **Fear Free Certification** for all current staff and include certification in the onboarding process for all new personnel.

Key Performance Indicators



Increase in rating from 2022 for Annual Staff Survey professional development related questions.



100% completion of the Fear Free Shelter Program for current staff by the end of 2024.

Objective 2

Improve the organization's culture to create a positive, inclusive, and collaborative work environment within one year.

• • •

Ensuring a healthy environment for our personnel is key to prioritizing well-being and creating a space where ideas and progress thrive. By creating and instilling our organization's values through various opportunities and human resources best practices, we strive to continue to build a culture where not only are animals treated with care, but so are the people who love them. At the forefront of this effort is embedding a DEI framework throughout our practices, policy, and human relations.



Key Tactics

- ✓ Create *organizational values*.
- ✓ *Incorporate more fun* through staff team building events and informal gatherings.
- ✓ Create and implement **accountability framework** for managers.
- ✓ Complete **DEI training** for the Board of Directors and staff and create a staff DEI taskforce.

Key Performance Indicators



Increase in staff and volunteer retention.



Increase in rating for workplace culture and DEI-related questions in the Annual Staff Survey.

We are championing a new path forward for our organization and are committed to laying the groundwork for future generations of animal welfare.



Animal and Organizational Well-being

Objective 3

Build and implement an informed Trap-Neuter-Return (TNR) program based on research and best practices within two years.

...

Based on research from national animal welfare organizations, it has been found that less than 4% of all cats that are brought to the shelter as a stray are reunited with their original owner. It is also found that cats who were not picked up or returned to where they were found are 13 times more likely to be reunited with their families than through human intervention.

In order to save as many cats as possible, our shelter will embark on a plan to work with our community in creating a targeted TNR program.

Participating in TNR is the only proven way to humanely decrease the population of free-roaming community cats.

This program will aid in population control, disease control, and reuniting cats with their families.

TNR is a method of spaying/neutering outdoor, free-roaming cats and returning them to the field. Community cats rapidly reproduce, causing overpopulation, animal suffering, and high kitten mortality.



Trap



Neuter



Return



Key Tactics



Research TNR models and best practices and **create and implement a TNR program.**



Identify and involve **community partners** in our TNR program.

Key Performance Indicators



Increase in TNR surgeries.

Objective 4

Adopt and implement several credible animal welfare industry best practices within 12 months that will decrease shelter animal length of stay, increase save rate, and decrease pets being surrendered.

...

The shelter should be a last resort for pets in need. A shelter can be an uncomfortable environment for animals, causing unnecessary stress that can affect them behaviorally and medically. The more animals in the shelter also means more of a strain on HSTPC's staff and limited resources.

To improve the well-being of pets and the organization, we have identified key animal welfare best practices to be embedded into our operations. These best practices include decreasing the amount of time a pet is at the shelter, reducing the number of pets needing to be surrendered, and increasing positive outcomes for animals entering the shelter.



Key Tactics



Support cross-departmental **collaboration.**



Decrease barriers for adoptions in alignment with DEI best practices and initiatives.



Advancing **data reporting** capabilities.

Key Performance Indicators



Increase in Live Release Rate* for shelter pets.

*(total live outcomes) divided by (total outcomes minus owner requested euthanasia).



Decrease in the length of stay of pets at the shelter.



Decrease in the number of pets surrendered to the shelter.



Behind every hurting animal is a hurting family. We are committed to being the beacon of hope for pets and people in our community.





Objective 5

Build a positive and trustworthy image in the community through continuing external communication, strategic community event participation, and improved customer service within three years.

...

As one of the oldest shelters in the region, HSTPC has a long-standing reputation and support network throughout Washington and beyond. However, many donors, adopters, employees, volunteers, and community members do not fully understand the breadth and scope of HSTPC's programs and services and our impact on the community and animals in Pierce County. Therefore, we will continue to advance our awareness efforts and develop new ways to show up positively with our community.



of pet guardians assisted or reached in 2022:

12,915



Key Tactics

- ✓ Increase community event involvement.
- ✓ Instill values within personnel.
- ✓ Build and implement **customer service training** for all staff.
- ✓ Continue to share **pet welfare and care resources** with the community.
- ✓ Implement **customer satisfaction measurement tool**.
- ✓ Implement **community feedback survey**.
- ✓ Build humane awareness through expansion of **Humane Education efforts**.

Key Performance Indicators

- 🎯 Increase in the number of community members reached through Humane Education.
- 🎯 Increase in the number of pet guardians assisted or reached.

Objective 6

Prepare to launch a capital campaign within three years for a new facility while expanding our revenue streams to continue to enhance our mission.

...

For 135 years, HSTPC has been caring for the most vulnerable animals in our community. In recent years, we've made transformative progress in prioritizing our animal-first philosophy and serving our community to promote animal well-being. However, our outdated facility does not meet what are now universally accepted shelter design standards and creates constant challenges impacting our ability to advance our mission further.

The time has come to give animals in our region the shelter facility they deserve: an animal-centric, community-oriented shelter that prioritizes animals' safety, health, and happiness.

It is imperative that HSTPC secures philanthropic support to fund current programs and future growth. Over the next three years, HSTPC will focus on an increased fundraising effort to rally the community around our critical work and the need to build a more functional shelter facility.



Key Tactics

- ✓ Acquire property, secure a **design-build consulting team** to assist in structure plans, and determine the **financial plan** for a new animal welfare campus.
- ✓ Focus on **cultivation of leadership gift prospects**.
- ✓ Finalize **building project plans**.

Key Performance Indicators

- 🎯 Achieve capital campaign preparation phase milestones.
- 🎯 Raise philanthropic support as outlined in each year's annual budget.



PAVING the WAY:

A New Future Together

Skills

Leverage personnel through professional development



Personal Well-being

Population

Build a Trap-Neuter-Return (TNR) program for cats



Community Well-being

Development

Prepare to launch a fundraising campaign to build a new facility



Operations

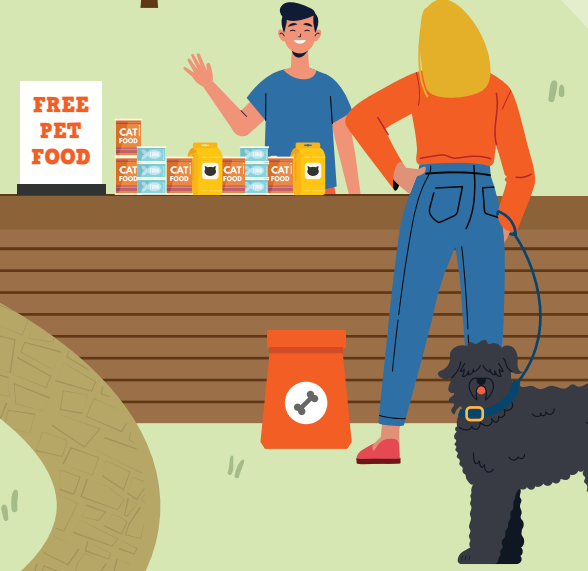
Implement animal welfare best practices



Animal & Organizational Well-being

Community

Build community support and customer service



Collaboration

Create a positive, collaborative, inclusive work environment



Our Mission

Partnering with our community, we provide life-saving work for pets in need and support to the people who love them.



Our Vision

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Grem

*As a rare open-admission shelter, we take in animals no matter their breed, age, behavioral issues, or medical needs. We are often the last hope for animals, like **Grem**. When Grem arrived at our shelter, he was sick with giardia and in constant pain from an old injury to his left hind leg. Thanks to our veterinary team, Grem was able to get a life-saving leg amputation and live pain-free. After five months of care from our staff and recovering with one of our fosters, Grem is now living a new life with his adoptive family.*

