High-Level HSSC Strategic Plan 2022-2024 Summary

Focus Area #1: Enhancing client experience at both the Shelter and the Animal Clinic
   A. Every staff member and front-facing volunteer can clearly and confidently state what HSSC does, why and how we do what we do, and the interconnectedness of our programs and services and their relation to our mission and the people we serve.
   B. Restructure the Animal Clinic to maximize client experience while achieving a meaningful profit margin.
   C. Steadily increase client satisfaction and create lasting and fulfilling multi-level relationships with clients.

Focus Area #2: Expanding community outreach and value
   A. Craft our program and service offerings to align with our mission and the needs of our community.
   B. Maintain our no-kill designation while helping our county, state, and region reach no-kill status through tactics both tried-and-true and novel.
   C. Increase annual revenue by adding select earned-income revenue streams.

Focus Area #3: Enhancing our facilities and technology
   A. Maximize the efficiency and lifesaving footprint of our space while creating a comfortable and welcoming environment for animals, staff, volunteers, and visitors.
   B. Use modern technology and database integration/synchronization to reduce errors and redundancies and increase efficiencies, data access, and communication.

Focus Area #4: Workplace culture and leadership
   A. Recruit, retain, and recognize employees for their unique contributions and value to the organization.
   B. An engaged board of directors where all members have a strong connection to the mission and feel their time and talents are valued and used appropriately.
   C. Foster a culture of open and clear communication among staff, board, and stakeholders.
   D. Create a diverse and inclusive organization in which all individuals are treated fairly and respectfully and have equitable access to opportunities and resources.
   E. Maintain our high rankings with independent review organizations, especially for transparency and fiscal responsibility.