



# Strategic Plan 2021-2024

# Agenda

- Operational Changes and Impacts
- Historical Perspective
- Strategic Plan Development
- Draft Strategic Plan (Goals and Successes)
- Next Steps
- Questions

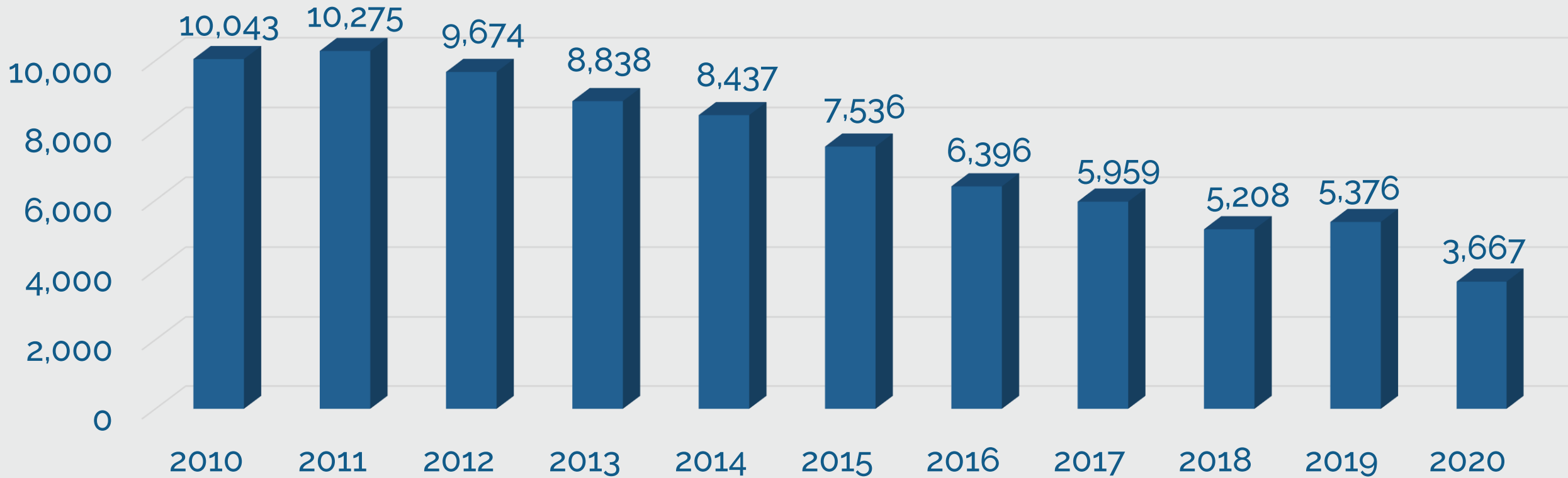
# Operational Changes & Impacts

- Full-time veterinarian
  - Increased and improved medical care for animals
- Full-time volunteer adoption coordinator
  - Increased adoptions, especially at offsite events
  - Increased foster of animal
  - Increased volunteer hours
  - Improved care for animals
  - Pilot behavior program

# Operational Changes & Impacts

## Admissions

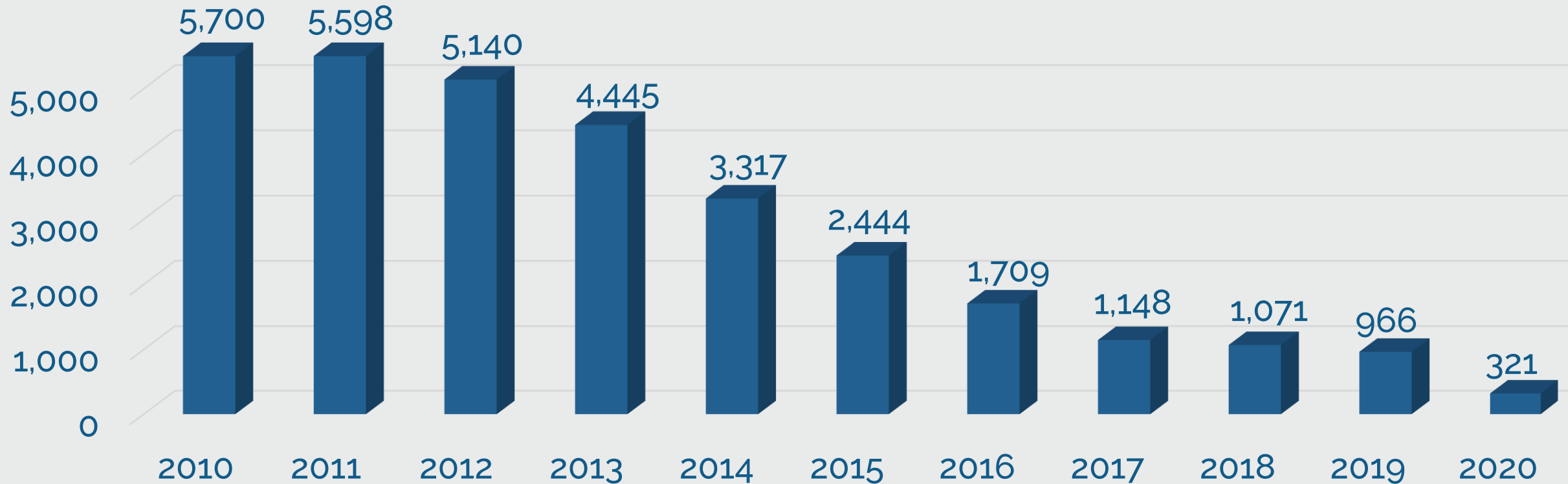
(cats and dogs)



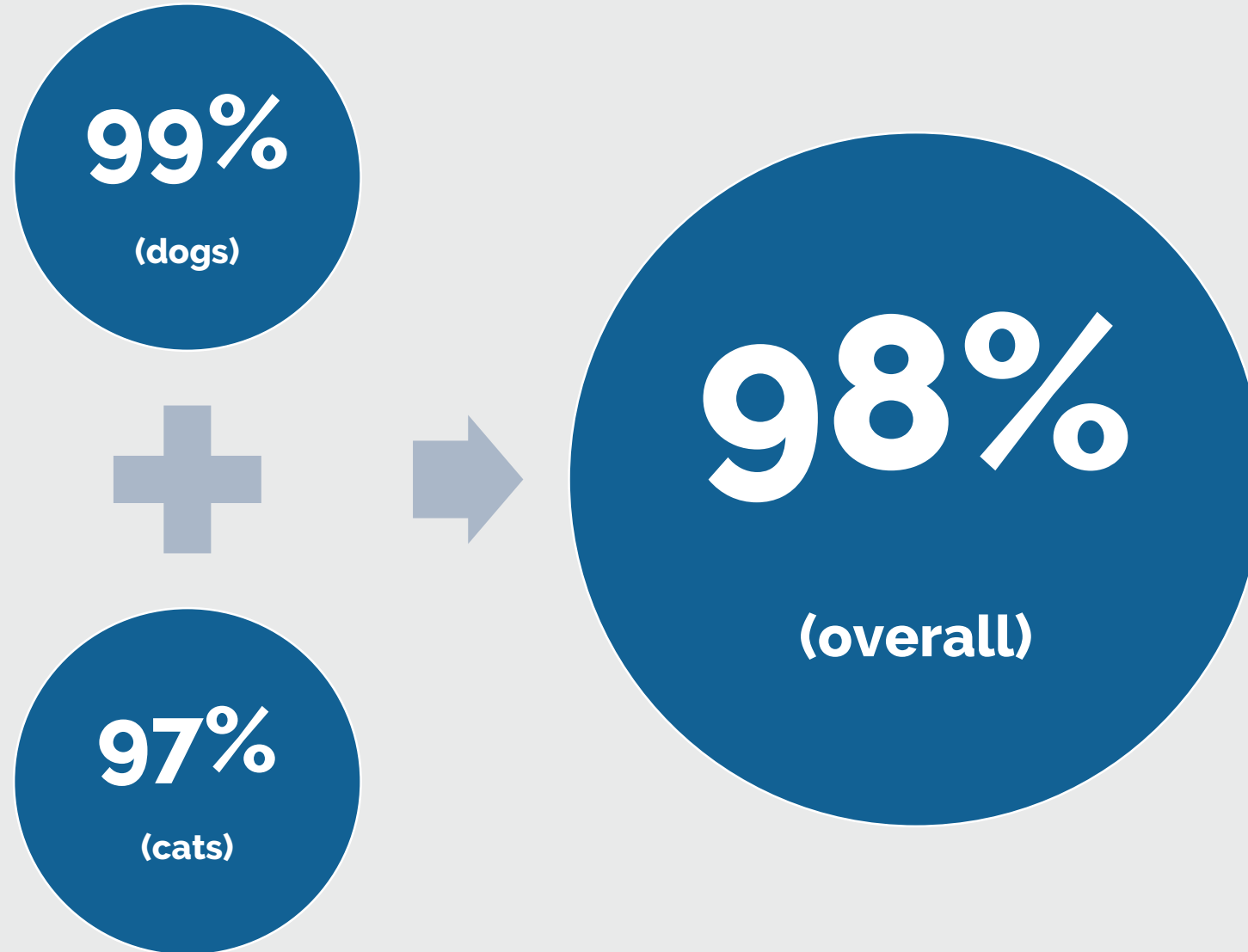
# Operational Changes & Impacts

## Euthanasia

(cats and dogs)



# Operational Changes & Impacts



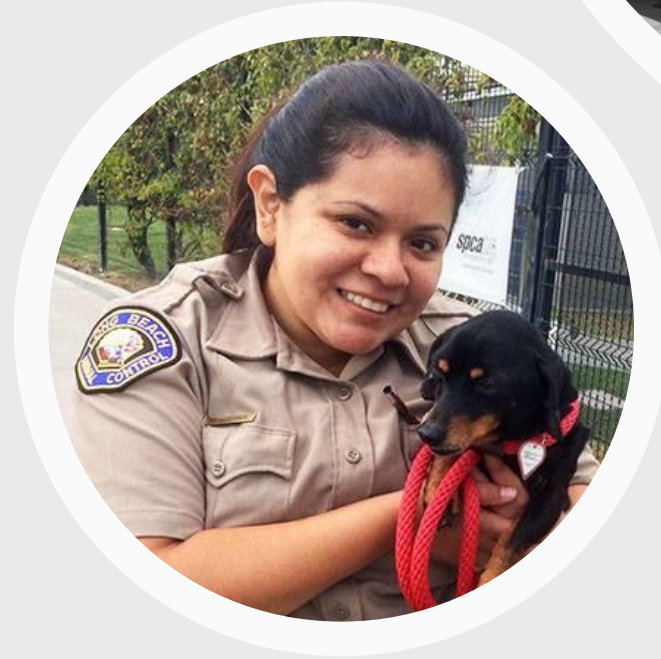
# Historical Perspective

- 1998 – From “Control” to “Care”
- 2000 – State of the Art Shelter
- 2009 – LBMC Ordinance
- 2010 – Adoptions
- 2013 – Volunteers
- 2014 – Partnerships



# Historical Perspective

- 2017 – Audit
- 2018 – Task Force
- 2019 – Compassion Saves
- 2020 – Strategic Plan





# Strategic Plan Development

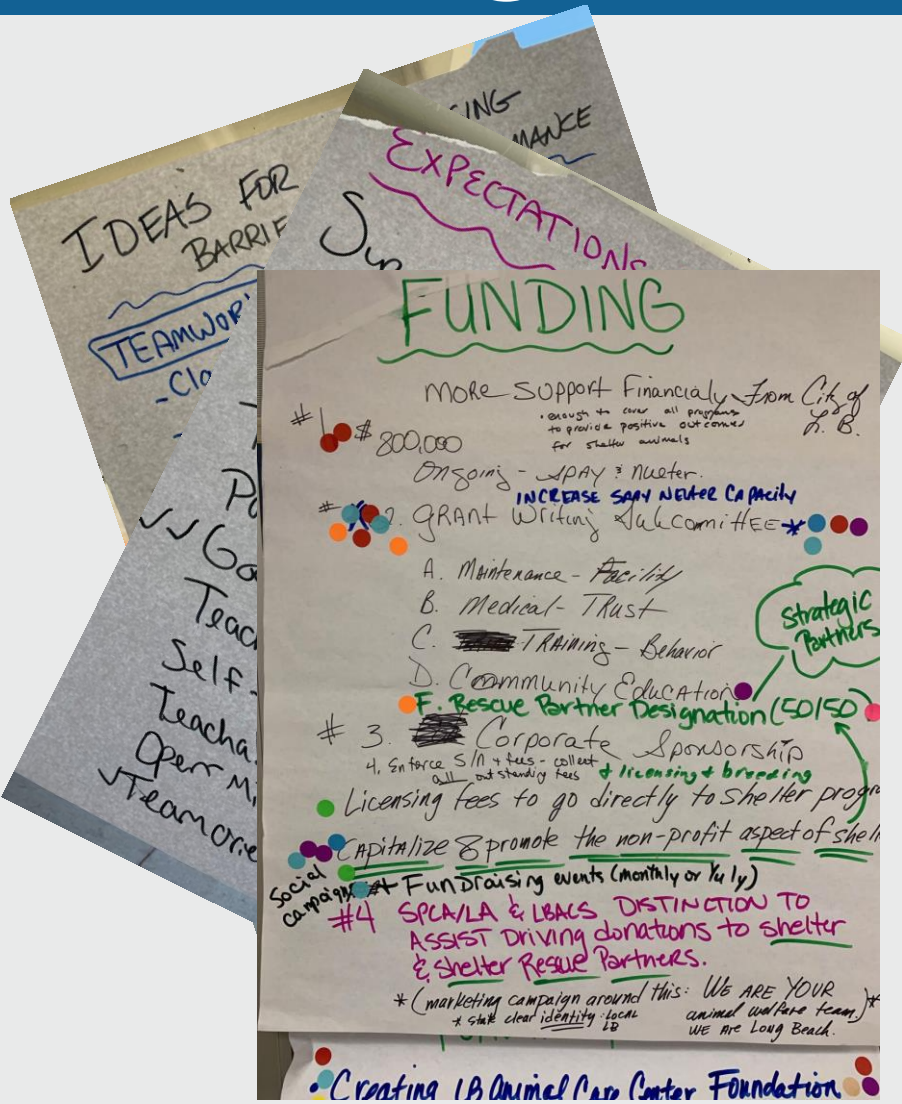
- 2017 – Audit
  - Phase 1 – Operations
  - Phase 2 – Staffing and Resources
- Nearly 200 Recommendations

# Strategic Plan Development



- 2018 – Mayor's Animal Care Visioning Task Force
- Key Areas of Focus
  - Audit
  - Volunteer and adoption programs
  - spcaLA
  - “No-Kill”

# Strategic Plan Development



- 2019 – Strategic Planning Sessions
- Workshops with Task Force and Staff
- Working Group Appointed
  - Mission and Vision
  - Goals and Objectives
  - Tactics and Action Step
  - Regularly reviewed progress

# Strategic Plan Development

- May 2019 - Compassion Saves adopted by City Council
- Framework for Strategic Plan
  - Foster
  - Adopt
  - Volunteer
  - Donate

# Strategic Plan Development

- Task Force meeting held monthly, open to public
- Strategic plan updates provided:
  - June 2019
  - July 2019
  - August 2019
  - December 2019
  - January 2020
  - February 2020
  - July 2020 FINAL REVIEW BY TASK FORCE



# Strategic Plan Development



- Plan presented to stakeholder groups in October
  - LBACS Staff
  - Transfer Partners (LBACS registered rescue groups)
  - Volunteers
  - Draft provided upon request

# Strategic Plan Development



- Other Engagement Opportunities
  - Two public meetings held in Feb 2021
  - LBACS Strategic Plan Website Page
  - Public Comment Email
- Public engagement for the life of the plan

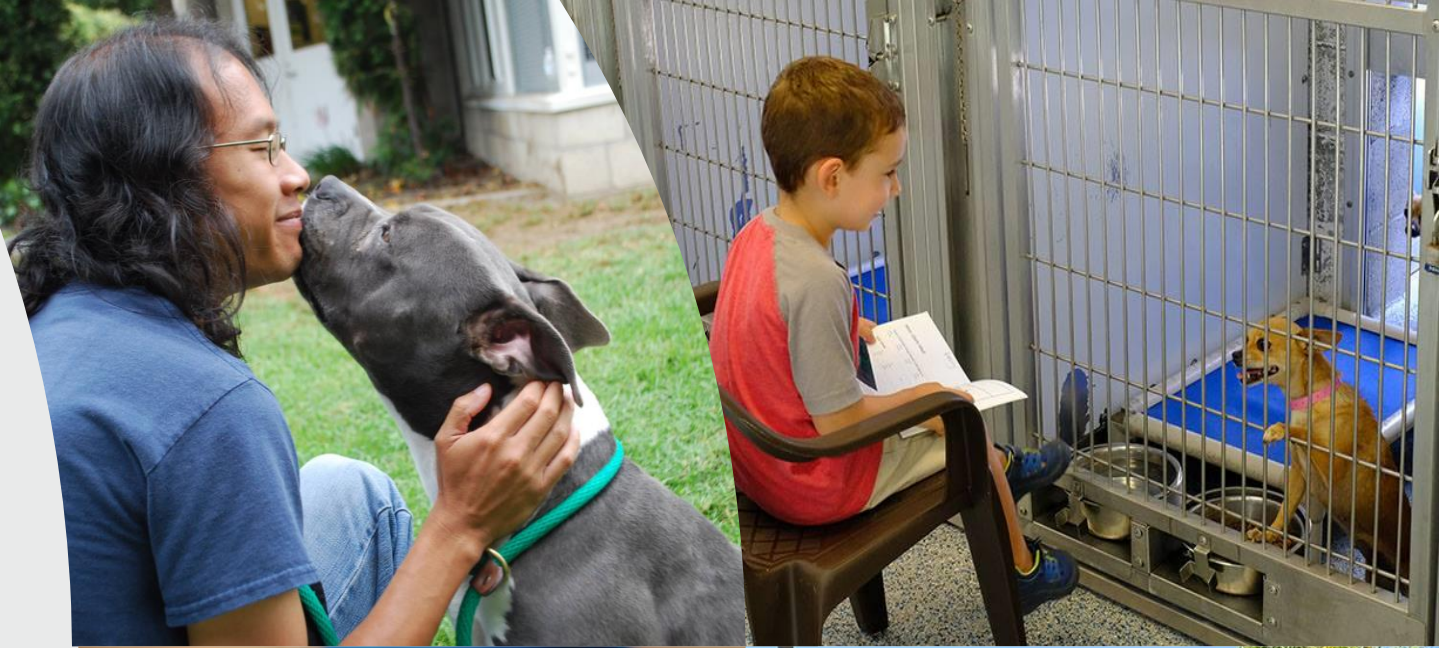
# Strategic Plan

## Vision

A responsible, compassionate, and informed community working together for the health and welfare of its animals

## Mission

We ensure "Compassion Saves" by supporting the people and animals of our community through outreach, education, guidance, and support services. We protect shelter animals by creating an environment of care through enrichment and innovative programs.







**Animal Welfare  
Centered**



**Outreach and  
Engagement**



**Financial  
Sustainability**



**Lifesaving**



**Staff Development**



# STRATEGIC GOAL 1:

LBACS Operation is  
Healthy for Animals

# Operation is Healthy for Animals

## **Strategic Objective 1.1**

Provide every animal daily care and enrichment according to their needs, based on best practices and industry standards

## **Strategic Objective 1.2**

Decrease average length of stay for all animals



## STRATEGIC GOAL 2: LBACS Supports and Engages the Community

# LBACS Supports the Community

## **Strategic Objective 2.1**

Provide contemporary animal services to the community to increase pet retention and reunion

## **Strategic Objective 2.2**

Increase public awareness of, access to, and compliance with, LBACS services and City ordinances

## **Strategic Objective 2.3**

Launch a Humane Education program for children and adults



# STRATEGIC GOAL 3: LBACS Operation is Sustainable

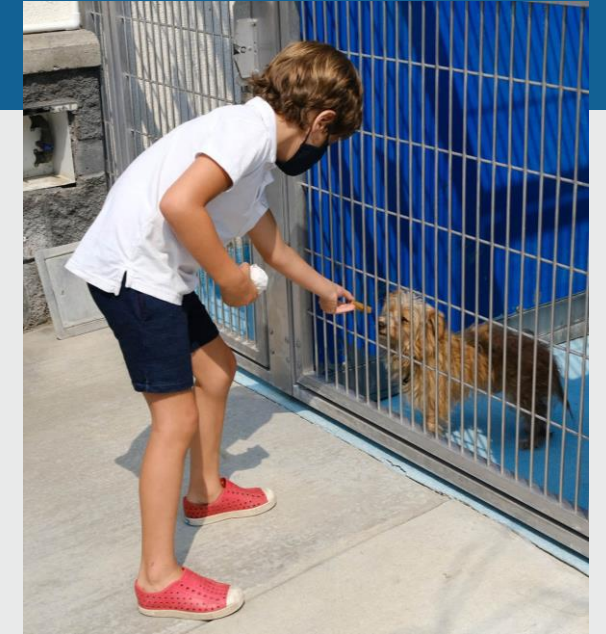
# Operation is Fiscally Sustainable

## **Strategic Objective 3.1**

Effectively enforce official agreements with spcaLA by establishing an operating agreement or operational terms and conditions

## **Strategic Objective 3.2**

Develop a budget that accurately reflects the Compassion Saves model by increasing revenue through fundraising and grants



# STRATEGIC GOAL 4:

## Programs Improve and Save Lives



# Programs Improve and Save Lives

## **Strategic Objective 4.1**

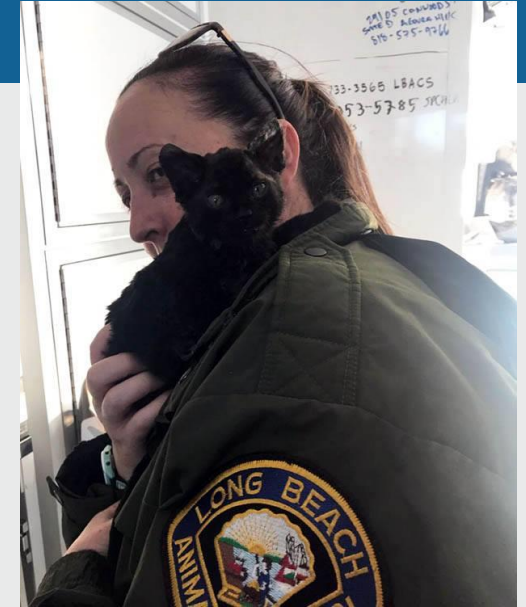
Establish transfer agreement that defines the criteria for group participation and expectations between LBACS and transfer partners

## **Strategic Objective 4.2**

Fully develop and engage the volunteer team

## **Strategic Objective 4.3**

Create a sustainable foster care program to ensure all healthy and treatable animals are saved



# STRATEGIC GOAL 5: LBACCS Operation is Healthy for People

# Operation is Healthy for People

## **Strategic Objective 5.1**

Establish programs that support wellness and self-care

## **Strategic Objective 5.2**

Ensure all personnel understand their roles to reflect the Compassion Saves model

## **Strategic Objective 5.3**

Establish a professional development program to create a culture of lifelong learning

# Next Steps

- Continue community engagement of draft strategic plan
- Finalize and implement departmentwide
- Provide progress updates quarterly and post publicly





*Compassion Saves Strategic Plan*

***Foster***  ***Adopt***  ***Volunteer***  ***Donate***