

March 2, 2021

R-21

HONORABLE MAYOR AND CITY COUNCIL

City of Long Beach
California

RECOMMENDATION:

Receive a report and confirm the proposed Long Beach Animal Care Services' Strategic Plan.
(Citywide)

DISCUSSION

In 2017, the City Auditor retained the services of JVR Shelter Strategies (JVR), a management consulting firm specializing in large open-intake municipal animal shelters including the City of Irvine and County of Orange, to review the operations of the Parks, Recreation and Marine Department (Department) Long Beach Animal Care Services (LBACS) shelter. This review was in response to growing concern regarding the management of the LBACS shelter and to determine what operation efforts might be enhanced to bring about desired outcomes for shelter animals. The review was conducted over two phases. Phase One focused on LBACS shelter operations and Phase Two focused on shelter staffing and resources. Nearly 200 recommendations were made based on these reviews.

In 2018, Mayor Robert Garcia convened the Mayor's Animal Care Visioning Task Force (Task Force) represented by various stakeholders including animal rescue organizations, shelter volunteers, and animal advocates. This 20-member Task Force would help establish a mission and vision for LBACS. The Task Force met monthly in a public forum to discuss what kind of shelter LBACS would become and would be led by the recommendations made by the audit as well as their collective expertise and input from the public and staff.

In 2019, the Department hired JVR to lead the strategic planning efforts. Based on their previous experience learning about the LBACS operations through their work with the City Auditor's Office, the Department felt JVR was well positioned to guide this process. JVR consulted with the Adisa Group (Adisa), a company specializing in organizational strategy, managing systemic change, action planning, and leadership development. The team from Adisa was made up of well-respected animal welfare professionals with track records of success in bringing about systemic change in shelters to improve and save lives.

The development of the strategic plan included review of the audit conducted by the City Auditor, the team worked closely with the newly appointed LBACS manager and engaged with the public for feedback about the organization and aspirations of the community for LBACS. A public meeting was held on March 3, 2019, to solicit community feedback on the kind of shelter they would like LBACS to become. Feedback was welcomed for weeks to follow in preparation for two strategic planning workshops that were held separately in May 2019. One day-long workshop was held with the Task Force, and a two-day workshop was held with LBACS staff.

The Task Force and LBACS staff selected members from their respective groups to form a working group to sort, categorize, and articulate the enormous amount of feedback created through these processes. This working group met weekly and reported regularly to the Task Force in a public forum to share the progress being made on the development of the strategic plan, to ensure the plan remained relevant and on track for final approval. In addition, staff were also engaged in providing feedback about the development of the plan.

The working group identified five strategic goal areas including:

- Healthy, animal welfare-centric operation,
- Community outreach and engagement
- Fiscal stewardship and sustainability
- Lifesaving and thriving programs
- Staff development and culture

Each of these areas represent sets of goals and action plans that will achieve the results needed to accomplish the plan. Each area is equally important to the other and in some cases, interdependent on the success of the other. Much of the plan relies heavily on changing the way work is done and how we engage our community.

The final rough draft of the plan was reviewed by the Task Force in a public meeting on July 6, 2020, and was approved by the Task Force in another public meeting on September 11, 2020. The final rough draft of plan was presented to the rescue community in October 2020. In addition, the strategic plan is available on the LBACS website, along with a survey, which will remain open for input indefinitely, and includes directions regarding how to provide feedback on the plan. Two additional public meetings were held on February 13, 2021 and February 17, 2021 to provide additional opportunities for the public to provide input.

This matter was reviewed by Deputy City Attorney Arturo D. Sanchez and by Revenue Management Officer Geraldine Alejo on October 5, 2020.

TIMING CONSIDERATIONS

City Council action is requested on March 2, 2021, to move forward with the proposed strategic plan.

FISCAL IMPACT

The total cost of the Strategic Plan was \$141,745, and was funded from resources in the General Fund Group in the Parks, Recreation and Marine Department, including FY 18 one-time funding of \$50,000 appropriated for this purpose. Funding for future resources related to the Strategic Plan have not yet been identified and further detailed cost estimates will be determined as resources are identified. This recommendation has no staffing impact beyond the normal budgeted scope of duties and is consistent with the existing City Council priorities. There is no local job impact associated with this recommendation.

SUGGESTED ACTION:

Approve recommendation.

Respectfully submitted,



BRENT DENNIS
DIRECTOR OF PARKS,
RECREATION AND MARINE

Attachment

APPROVED:

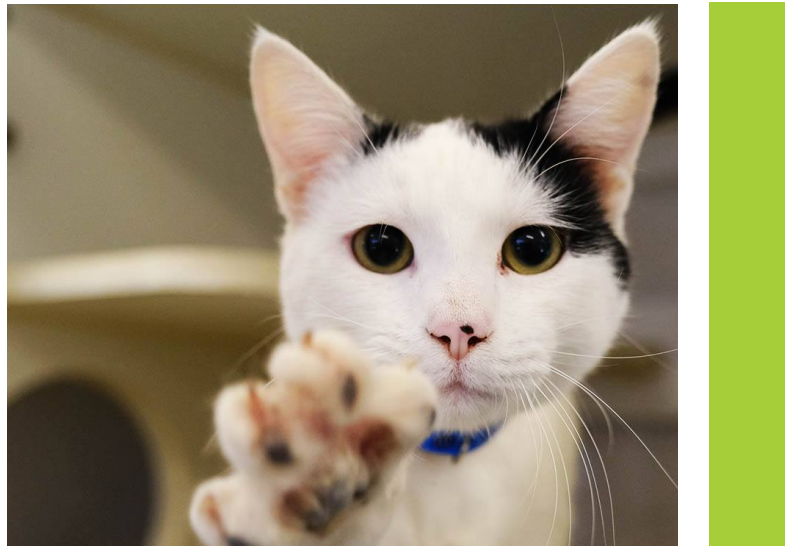
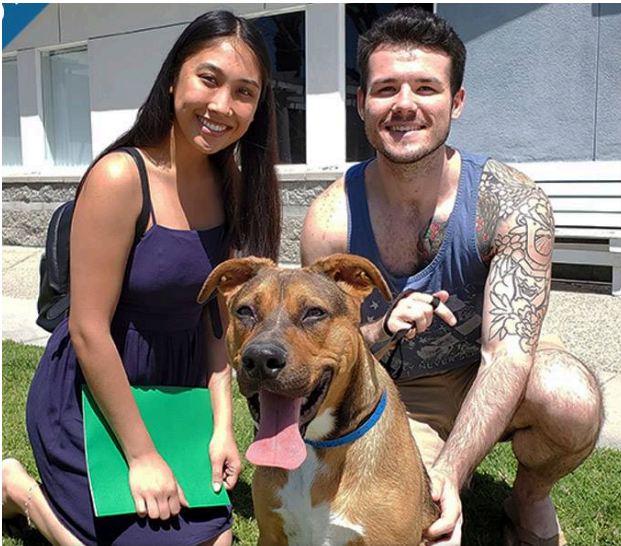


THOMAS B. MODICA
CITY MANAGER

STRATEGIC PLAN 2020 2024



EXECUTIVE SUMMARY



COMPASSION SAVES

FOSTER • ADOPT • VOLUNTEER • DONATE



CITY OF
LONG BEACH

Overview of the Agency

Long Beach Animal Care Services (LBACS) is an open-admission municipal animal shelter responsible for enforcement of state and local animal laws and ordinances in the City of Long Beach and for cities contracted with the City of Long Beach for such services including admitting animals into its care who are lost, abandoned, sick, injured, or dangerous.

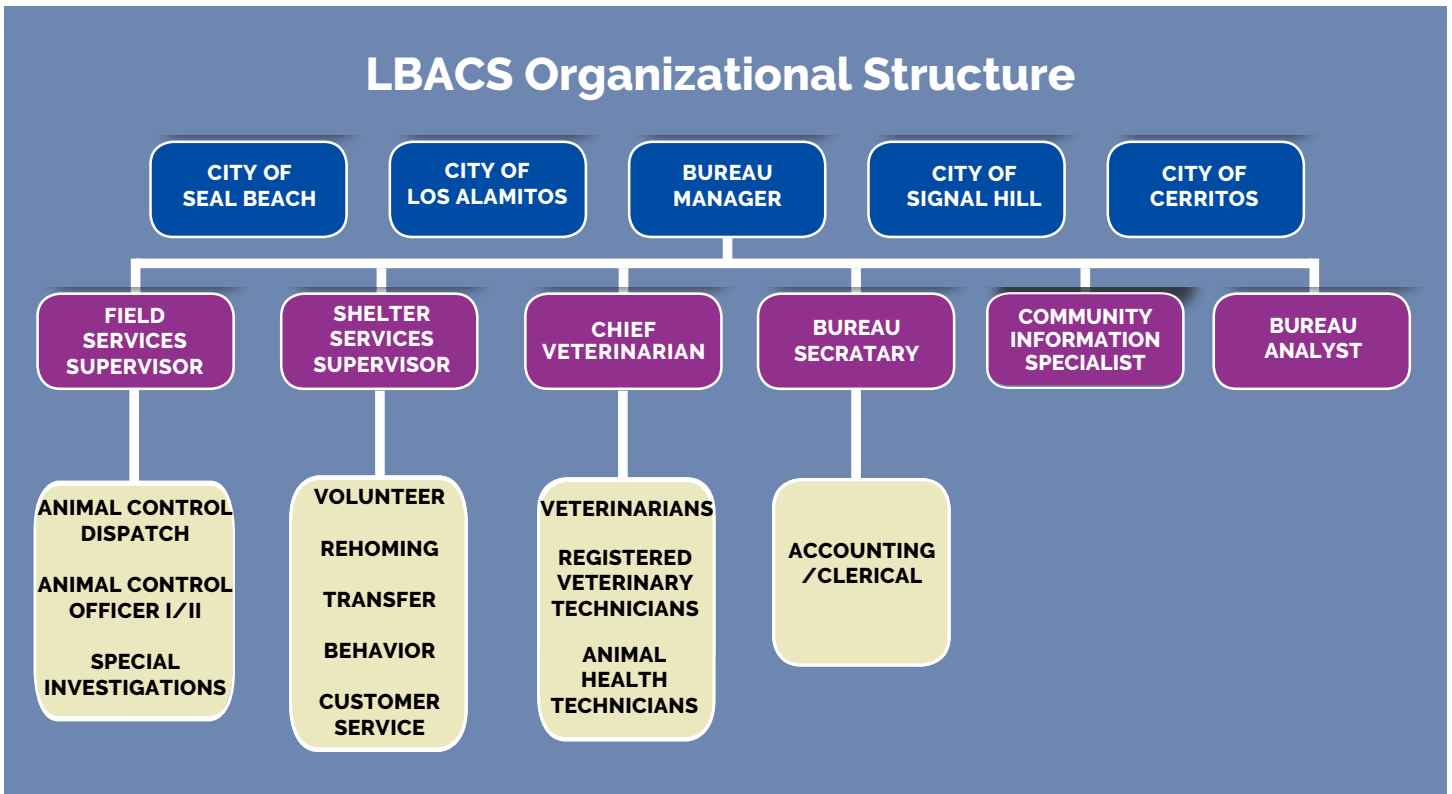
LBACS is a bureau within the Department of Parks, Recreation & Marine. The Bureau Manager of LBACS carries out the duties of the Animal Services Director referred to in the Long Beach Municipal Code, especially Title 6 entitled "Animals".

LBACS has jurisdiction over all animal care and ownership activities in the City of Long Beach including those pertaining to private citizens and commercial activities and enterprises related to animals.

LBACS has an annual operating budget of \$5.1M and receives over \$500,000 each year in donated and granted funds to offset the cost of unfunded, state-mandated activities such as providing immediate and necessary veterinary care to animals.

Annual activities conducted by LBACS include:

- ✓ Over 5,000 dogs and cats admitted annually
- ✓ 98% animals provided with live outcomes (FY19/20)
- ✓ Over 2,000 surgical procedures performed
- ✓ Over 25,000 vaccines/treatments administered
- ✓ Over 85,000 days of care for sheltered animals
- ✓ Over 22,000 calls for service received
- ✓ Over 30,000 pet licenses issued



NOTE: Budgetary and statistical information provided is based on fiscal year end data for 2020

Strategic Plan 2020 - 2024

Vision: a responsible, compassionate, and informed community working together for the 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.

MODEL OPERATION

Compassion Saves

Long Beach City Council adopted the "Compassion Saves" operational model in May of 2019 to ensure that healthy and treatable animals at LBACS are saved. Compassion Saves means that all healthy animals in our care are saved and all treatable animals who can be made healthy or who can have a good quality of life are saved. To accomplish this, LBACS strategic plan focuses on foster care, adoption, voluntarism, and fundraising.

GUIDING PRINCIPLES

LBACS Strategic Plan 2020-2024 is structured around three guiding principles; Animal Well-being, Community Partnership, and Data-based Decision-Making. These guiding principles help us maintain our unique "Compassion Saves" model of operating our shelter.

Animal Well-being

The well-being of animals is the central focus of shelter operation. Every work unit contributes to the improved well-being of animals in LBACS care and in the community.

To be an animal welfare-centric operation, LBACS strives to guarantee that every animal can be:

- Free from hunger and thirst
- Free from discomfort
- Free from pain, injury or disease
- Free to express normal behavior
- Free from fear or distress

Community Partnership

Developing and strengthening community partnerships is integral to meet objectives across all of LBACS strategic goal areas. LBACS' many partnerships produce lifesaving, positive outcomes for thousands of animals each year. LBACS understands that members of our community have the potential to be an important part of the work we do whether it is through fostering, adopting, volunteering, or donating to LBACS. And while our partnerships have been largely focused on connecting with organizations, LBACS' ability to reach into the community and develop partnerships with individuals is how the next phase of animal welfare will shape our future.

Data-based Decision-Making

In LBACS Strategic Plan, continuously measuring program effectiveness in all areas of operation is a guiding principle. LBACS is a data-driven agency. Collection and analysis of high quality data are essential to successful achievement of LBACS strategic goals and fulfillment of its mission. LBACS staff regularly collects a wide range of data and uses that information to shape program strategies and prioritize program activities.

GOALS AND OBJECTIVES

STRATEGIC GOAL 1 ANIMAL WELFARE CENTERED

LBACS operation is healthy for animals

STRATEGIC OBJECTIVE 1.1

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

STRATEGIC OBJECTIVE 1.2

Decrease average length of stay for all animals to reflect mandatory holding periods

STRATEGIC GOAL 2 COMMUNITY OUTREACH

LBACS engages and 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 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 FINANCIAL SUSTAINABILITY

LBACS operation is 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 responsible budget that accurately represents the Compassion Saves model by increasing revenue through fundraising and grants

STRATEGIC GOAL 4 LIFESAVING PROGRAMS

LBACS programs improve and save lives

STRATEGIC OBJECTIVE 4.1

Establish transfer agreement that defines the criteria for both group participation and expectations between both LBACS and 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 STAFF DEVELOPMENT

LBACS operation is healthy for people

STRATEGIC OBJECTIVE 5.1

Establish staff support programs that promote 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

STRATEGIC GOAL 1:

ANIMAL WELFARE CENTERED

Strategic Goal Overview

Ensuring animal welfare is at the center of our operation is critical to meeting the dynamic challenges of an open-admission municipal animal shelter and achieving LBACS' life-saving mission. A steadfast commitment to maintaining and improving animal health and well-being make achieving the LBACS mission possible. This Strategic Plan was formulated to address the following key animal welfare challenges:

- Every animal receives tailored care to ensure their individual health and welfare
- Animals remain healthy while in care, significantly reducing shelter-acquired disease
- Shelter environment is conducive to medical and behavioral maintenance and rehabilitation of animals
- Animals are homebound-ready at the expiration of holding periods including, spay/neuter, vaccines, and microchip
- Animals enter permanent or temporary adoptive or foster homes at the expiration of mandatory holding periods

LBACS Operation is healthy for animals

STRATEGIC OBJECTIVE 1.1

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

STRATEGIC OBJECTIVE 1.2

Decrease average length of stay for all animals to reflect mandatory holding periods



Mr. Wibble D. Wobbles - This precious kitten was admitted to LBACS with severe infection in his eyes and his respiratory tract (top left photo). He was treated in the shelter for his infection and was later found to have ringworm, a treatable skin condition but highly contagious. He was placed into LBACS foster care where it was also discovered he had a neurological condition that meant he would lack coordination when walking. Despite, and possibly because of, these special needs, he was adopted into a loving home (bottom left photo).

STRATEGIC OBJECTIVE 1.1

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

KEY PERFORMANCE MEASURE 1.1

Operations are evaluated and upgraded according to best practices and national guidelines

PERFORMANCE GOAL 1.1.1

Identify needed pathways for animals and develop standardized care plans

PERFORMANCE GOAL 1.1.2

Animal care functions are charted in daily rounds to benchmark and measure program efficacy

Strategic Objective Overview: To achieve the strategic goal of cultivating an operation that is healthy for animals, LBACS needs to improve the agency's standard of care for each animal based on national guidelines for care, that aligns resources to achieve the goals and priorities of the agency's overall Strategic Plan.

Strategic Objective Overview: In addition to providing each animal in the shelter with the particular care it needs to be healthy and thrive, is the equally critical need to reduce the animal's length of stay in the shelter to only what is absolutely necessary to stabilize the animal and to meet local and state law requirements. Some animals will require longer stays due to their particular needs while other animals can be fast tracked to a live outcome. Because companion animals such as dogs and cats do not naturally thrive in a caged environment, it is necessary to return them whenever and as quickly as possible to the environments where they can best thrive whether those environments are in the care of their original owners, temporary foster homes, new adoptive homes, or back to their territories as community cats.

STRATEGIC OBJECTIVE 1.2

Decrease average length of stay for all animals

KEY PERFORMANCE MEASURE 1.2

Average length of stay for all animals is similar to length of required holding period

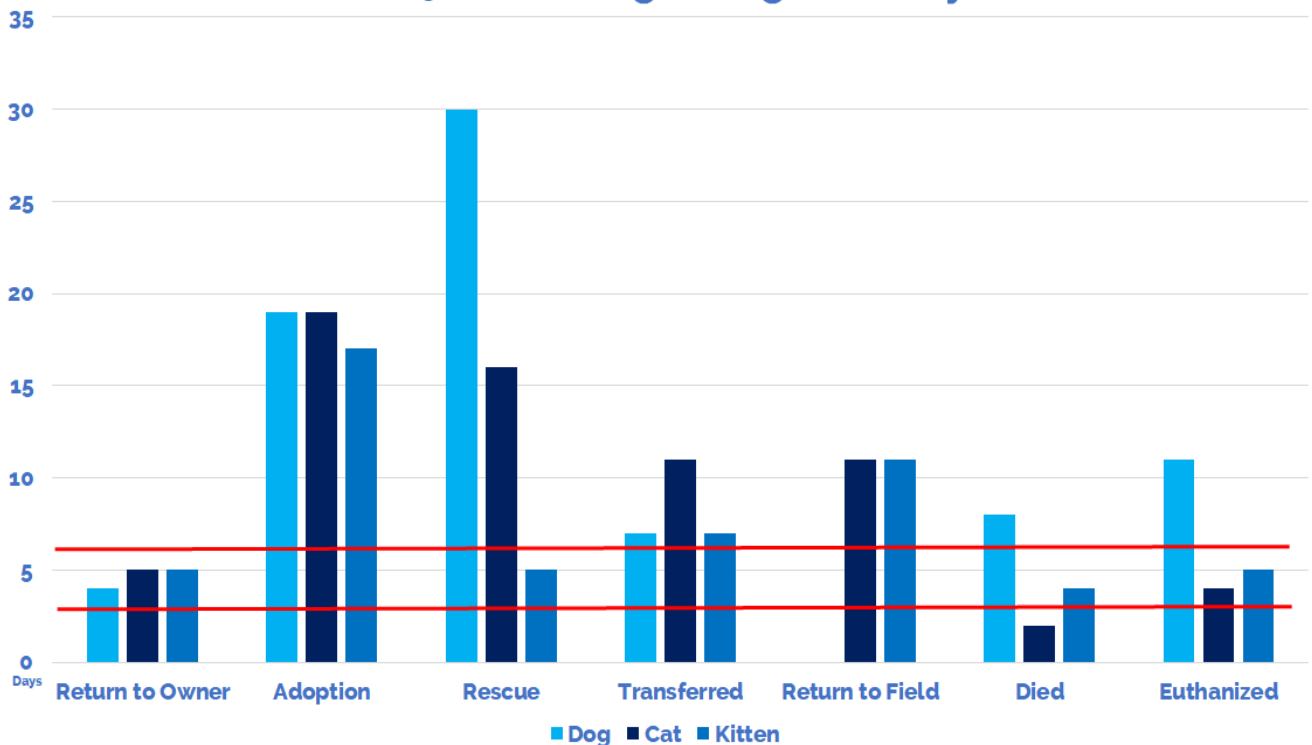
PERFORMANCE GOAL 1.2.1

Care plans are implemented at admission, identifying which animals may be fast tracked

PERFORMANCE GOAL 1.2.2

Animals are given a live outcome at the expiration of the holding period

FY 19/20 Average Length of Stay



Benchmark Average Length of Stay (ALOS) is 6 days for dogs and 3 days for cats and kittens

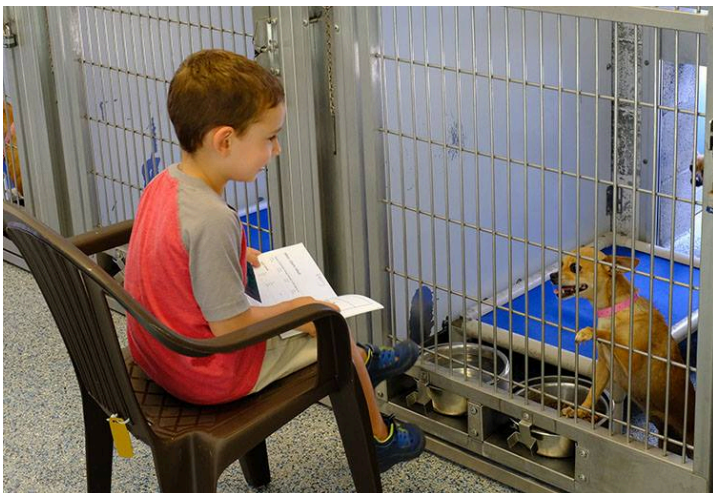
STRATEGIC GOAL 2:

OUTREACH & ENGAGEMENT

Strategic Goal Overview

LBACS is charged with enforcing local and state animal ordinances and laws. In so doing, it is also in a position to provide education and support to the community so they can be successful animal stewards. Over the last two decades, the State of California and the City of Long Beach have enacted laws to not only protect the health and welfare of people related to animals, but to protect and ensure the welfare of companion animals. These laws include ensuring dogs and cats are spayed and neutered to stem the tide of pet over population; a major cause of death in animal shelters.

- Implement a variety of programs recognized as essential in delivering contemporary animal services to the community including comprehensive adoption programs, behavior and training support, surrender intervention programs, and act as a connection for those in need with low cost medical and spay/neuter services for pets, housing, and other services that will ensure a pet can remain in its home where appropriate
- Establish a consistent and ongoing presence in communities most in need of services, including off-site adoption, education, and medical care services events
- Maintain a Humane Education program that serves both children and adults



LBACS Pet Literacy program helps animals connect to people

LBACS supports and engages the community

STRATEGIC OBJECTIVE 2.1

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

STRATEGIC OBJECTIVE 2.2

Increase 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



LBACS Adoption program gives animals a chance at life

STRATEGIC OBJECTIVE 2.1

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

KEY PERFORMANCE MEASURE 2.1

Percentage of animal admissions decrease, especially pet surrender. Percentage of animal reunions increase.

PERFORMANCE GOAL 2.1.1

Every admission and adoption includes counseling

PERFORMANCE GOAL 2.1.2

Provide resource information for training, housing, and pet medical care

PERFORMANCE GOAL 2.1.3

Hold community event in each district, each month according to need

Strategic Objective Overview: LBACS works to ensure the community not only complies with local and state law, but is knowledgeable of them and has the resources to do so. One approach involves ensuring reliable messaging both inside the facility and out in the community centered around raising awareness of pet owner responsibilities, as well as services that can be obtained from the shelter. Another LBACS approach involves working, within the limits of its authority, to help owners prevent and mitigate the circumstances under which they become separated from their pet, either willingly or unwillingly. LBACS also seeks to encourage critical and timely feedback of the community about their needs to resolve acute and chronic animal welfare issues so that timely solutions can be implemented to preserve both animal welfare and the human/animal bond.

STRATEGIC OBJECTIVE 2.3

Launch a Humane Education program for both children and adults

KEY PERFORMANCE MEASURE 2.3

Community encounters result in increased pet retention and improved welfare for pets

PERFORMANCE GOAL 2.3.1

Online access to interactive humane education materials

PERFORMANCE GOAL 2.3.2

Survey results show increase access of shelter services post events

Strategic Objective Overview: Achieving the LBACS' mission of supporting our community depends on assessing data to identify areas in our community most in need of services, and developing potential mitigation strategies to assist the community most at risk of losing or giving up their pet. Current data can be analyzed to identify these groups. In addition, LBACS needs to identify and use successful programming modeled in similar communities that have resulted in the desired outcomes of increased pet retention, and decreased animal admission. LBACS also needs to redevelop the work and roles of existing staff to deliver customer needs based services and less transactional services. This can be accomplished not by increasing work load but by carrying the work load differently.

STRATEGIC OBJECTIVE 2.2

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

KEY PERFORMANCE MEASURE 2.2

Reduced animal admission and field encounters of sick, injured, unmicrochipped, and unaltered pets

PERFORMANCE GOAL 2.2.1

Create a Communications plan for internal and external use that increases awareness of, and access to, shelter services

PERFORMANCE GOAL 2.2.2

Increase compliance with animal regulations through community service projects and other education and service efforts

PERFORMANCE GOAL 2.2.3

Open survey portals to gain community insight into efficacy of service delivery

PERFORMANCE GOAL 2.2.4

Develop a facility maintenance plan to ensure LBACS is healthy, safe, and inviting

Strategic Objective Overview: Humane Education has been a cornerstone of every animal welfare program since the inception of the humane movement in the United States, nearly 200 years ago. It has been fundamental in increasing spay and neuter of pet animals, decreasing the number of animals entering the shelter, increasing adoption of animals, and decreasing the number of animals needlessly losing their lives in shelters across the nation. LBACS' implementation of a Humane Education program seeks to engage school age children about the importance of kindness and compassion for others. In addition, education serves as a vehicle to address other welfare issues and concerns that can help build resiliency in those who may not have thought it possible to continue to maintain their relationship with their pet.

STRATEGIC GOAL 3:

FINANCIAL SUSTAINABILITY

Strategic Goal Overview

For the past two decades, the landscape of animal welfare has changed tremendously, requiring LBACS to take a proactive role in the positive outcomes of animals in its care and the services provided to the community. To ensure LBACS is an independent shelter agency, it is imperative that it effectively enforce the terms and agreements of the lease and lease-back with spcaLA, and further define operational agreements to ensure equal benefit of the facility for the City of Long Beach and LBACS animals, and to develop a budget that includes new revenue streams through fundraising and grant acquisition. The Compassion Saves model, where all healthy and treatable animals are saved, requires an increase in financial support for routine and emergency medical care to animals, and coordination of foster care. Maintaining positive outcomes for animals is a primary focus of Compassion Saves, and LBACS is well on its way to ensuring every healthy and treatable animal is saved.

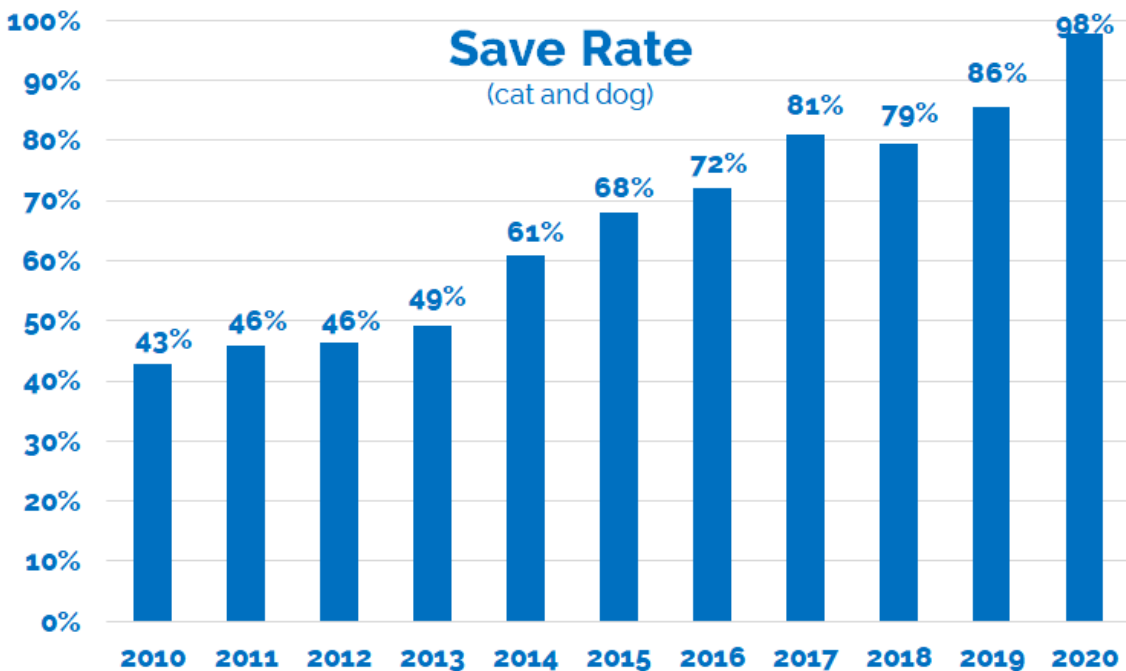
LBACS operation is sustainable

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 represents the Compassion Saves model by increasing revenue through fundraising and grants



Data reflects fiscal year end. Calendar year 2019 save rate was 89%, reported in January 2020

STRATEGIC OBJECTIVE 3.1

Effectively enforce official agreements with spcaLA

KEY PERFORMANCE MEASURE 3.1

Both spcaLA and LBACS have clarity of operation obligations regarding lease and lease-back agreements.

PERFORMANCE GOAL 3.1.1

Develop and implement operational agreement or terms with spcaLA

PERFORMANCE GOAL 3.1.2

Develop an efficient process to address circumstances when the agreements may be at risk of non-compliance for either agency

Strategic Objective Overview: Creating a sustainable budget is an integral part of maintaining an operation that continues to reflect the Compassion Saves model. For nearly 5 years, LBACS has demonstrated a track record of significant lifesaving results that make it a potentially competitive recipient of grant funding. In addition, these improved outcomes for animals provide a narrative to the community that they can support through donations and voluntarism. LBACS should work closely with the Park Planning and Partnership bureau to identify additional sources of funding that can support LBACS Compassion Saves model where all healthy and treatable animals are given a chance at a healthy and happy life.



2019 Subaru Share the Love event raised \$19,205

Strategic Objective Overview: Ensuring that LBACS operates according to the lease and lease-back agreements governing its relationship with the spcaLA is key to sustaining an operation that continues to benefit LBACS animals and the residents of Long Beach. LBACS needs to develop and implement an operational agreement or operational terms that address issues not recognized in the lease and lease-back agreements, such as hours of operation; rules and regulations for the division/assignment of common areas that ensure 50% use by LBACS; requirements for transfer of animals from LBACS and reporting requirements of transferred animals; ensure members of the public have the first opportunity to adopt animals from LBACS; and, ensure all healthy and treatable LBACS transfers are guaranteed a live outcome.

STRATEGIC OBJECTIVE 3.2

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

KEY PERFORMANCE MEASURE 3.2

Identify existing personnel resources and needs for foster care, surgical support, behavior & training, and fund development

PERFORMANCE GOAL 3.2.1

Reorganize current staffing to ensure roles and responsibilities reflect Compassion Saves

PERFORMANCE GOAL 3.2.2

Develop positions for approved budget actions to support Compassion Saves



Local pet suppliers and other service organizations and individuals donate needed supplies to LBACS such as treats, toys, food, litter, and more. Items needed by LBACS can be found on our wish list posted on LBACS website

STRATEGIC GOAL 4:

LIFESAVING

Strategic Goal Overview

LBACS maintains several programs meant to improve and save lives in the shelter. These programs include adoption programs, transfer partnerships, and volunteer programs. For LBACS to more fully develop and realize its Compassion Saves model and to achieve its strategic vision, a focus on key programs will lay a solid foundation upon which other programs can be built. LBACS has an immediate need to address transfer partner agreements as these agreements produce nearly one third of the live outcomes of LBACS. In addition, these agreements represent ongoing relationships with hundreds of animal advocates and rescue representatives in the community. Providing a stable resource to these organizations is crucial to LBACS success.

In addition, more fully developing LBACS' volunteer program to ensure the highest level of community engagement and welfare opportunities for animals in LBACS care and in the community is another pillar of the Compassion Saves model.

Finally, a sustainable foster program that ensures animals experience the best possible care the industry has to offer, along with the shortest possible length of stay, is another important pillar of the Compassion Saves model.



LBACS volunteers provide important socialization, training, and enrichment to animals in the shelter. Animals live healthy, happy lives because of their love and support.

LBACS programs improve and save lives

STRATEGIC OBJECTIVE 4.1

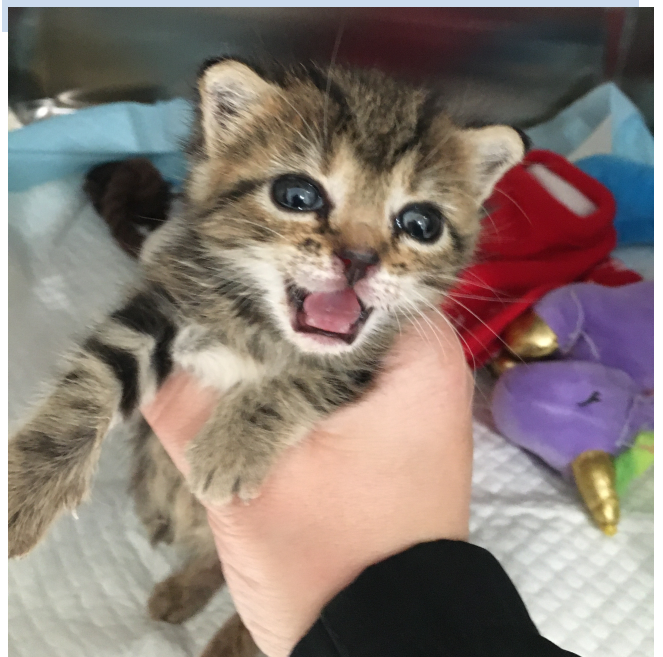
Establish transfer agreement that defines the criteria for both group participation and expectations between LBACS and the partners

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



LBACS receives approximately 1,000 unweaned and underage kittens each year that require bottle feeding and foster care prior to placement into a loving home.

STRATEGIC OBJECTIVE 4.1

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

KEY PERFORMANCE MEASURE 4.1

Round tables are highly attended and partners are engaged and compliant with agreements

PERFORMANCE GOAL 4.1.1

Develop and implement transfer partner agreement with partners

PERFORMANCE GOAL 4.1.2

Develop and implement common behavior language with partners

Strategic Objective Overview: A critical part of LBACS communication with transfer partners is clearly identifying special needs and circumstances of animals in LBACS care. Without this information, it can be difficult for transfer partners to make informed decisions about which animals they are able to transfer from LBACS. To improve this communication, LBACS needs to establish a formalized agreement between transfer partners about how they engage with the shelter and the items they can expect from LBACS during transfer, including descriptions of animal behavior in agreed upon language that both partners and LBACS can utilize for clear communication.

Strategic Objective Overview: Volunteer participation at LBACS has grown to nearly 13,000 hours annually. Recent enhancements to LBACS programs through City Council action enabled LBACS to provide full-time supervision to the volunteer program. The size and complexity of the program now requires further development of its infrastructure, including streamlined and official policies, procedures, job descriptions and training programs to ensure volunteers are receiving the knowledge and support they need to be effective and safe in their roles at LBACS. In addition, volunteer participation at all levels of the organization are needed to fully implement the Compassion Saves model and improve equity and access to volunteers of all interests and abilities.

STRATEGIC OBJECTIVE 4.2

Fully develop and engage the volunteer team

KEY PERFORMANCE MEASURE 4.2

Develop policies, procedures, job descriptions and training programs

PERFORMANCE GOAL 4.2.1

Develop policies for volunteer participation

PERFORMANCE GOAL 4.2.2

Develop volunteer job descriptions

PERFORMANCE GOAL 4.2.3

Develop procedures for all areas of volunteer program

PERFORMANCE GOAL 4.2.4

Develop training program for all volunteer job descriptions

STRATEGIC OBJECTIVE 4.3

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

KEY PERFORMANCE MEASURE 4.3

Number of animals in care remains less than 50% of capacity for care

PERFORMANCE GOAL 4.3.1

Identify foster care personnel capacity

PERFORMANCE GOAL 4.3.1

Develop and implement foster care program

Strategic Objective Overview: A variety of partners and stakeholders collaborate with LBACS to improve and save lives. LBACS has operated an unofficial foster care program where willing volunteers, staff, and advocates have taken into their homes animals with medical and behavior barriers to adoption to give them an opportunity at life. This unofficial program has saved hundreds of lives and needs a reliable infrastructure to ensure its success. LBACS needs to establish personnel, policies, and procedures to implement a responsible and reliable foster care program, and to further ensure the Compassion Saves model of saving every healthy and treatable animal. In addition, foster care will ensure that current capacity for care is not overextended by an over population of animals in the shelter.

STRATEGIC GOAL 5:

STAFF DEVELOPMENT

Strategic Goal Overview

Animal welfare is a fast growing and fast paced industry. Best practices and national standards are constantly changing to meet the challenges of our growing knowledge of animal health, welfare and well being. The methods used to care for and manage comprehensive animal control programs from just a decade ago can seem archaic today. To keep pace with this growing industry, it is critical that compensated and volunteer workers gain the knowledge and experience to do the work in a manner that is professional, ethical, and humane. Due to the emotional and sometimes traumatic nature of the work, burn-out and disengagement can be high. It is crucial that those in the field have a support system in the work place that promotes wellness and self-care to build a resilient, engaged, and dynamic work force, ready to meet the ever-changing and increasing challenges of animal welfare. In addition, policies, procedures, and personnel must keep pace with these changes. LBACS needs to establish a professional development program for all levels of the organization to ensure LBACS is imbued with a culture of lifelong learning. In this way, LBACS can continue to respond to, and staff can thrive in, the evolving field of animal welfare.

LBACS 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



Top: LBACS staff and volunteers at LB Pride 2019; Top Right: LBACS volunteers; Bottom Right: LBACS staff

STRATEGIC OBJECTIVE 5.1

Establish staff support programs that promote wellness and self-care

KEY PERFORMANCE MEASURE 5.1

Compassion fatigue prevention and resiliency

PERFORMANCE GOAL 5.1.1

Implement biannual compassion fatigue workshops

PERFORMANCE GOAL 5.1.2

Engage in regular physical and mental resiliency coaching and training

Strategic Objective Overview: An important part of maintaining an effective life saving operation is to ensure all personnel, staff and volunteers, have the opportunity to engage in meaningful health and wellness trainings and workshops. Care giving and public service are psychologically and emotionally draining occupations and those working in such an environment need particular support. Ensuring this kind of support and training can also reduce work place accidents and loss of staff productivity due to high usage of sick leave. Developing staff and volunteers in this way can secure a safe and healthy future for the organization.

Strategic Objective Overview: LBACS organizational structure reflects traditional animal control models. To more accurately reflect the Compassion Saves model, LBACS needs to restructure staffing to continue to ensure lifesaving is at the heart of its operation. In addition, LBACS needs to ensure staff have a solid foundation and understanding of their roles and responsibilities within the organization relative to their job title and job descriptions by ensuring policies and procedures are up to date and continually reviewed for accuracy and best practices.

STRATEGIC OBJECTIVE 5.2

Ensure all personnel (staff & volunteers) understand their roles within the organization to reflect the Compassion Saves model

KEY PERFORMANCE MEASURE 5.2

Staff and volunteers express high satisfaction and engagement with their work and work place

PERFORMANCE GOAL 5.2.1

Restructure staffing to reflect Compassion Saves model

PERFORMANCE GOAL 5.2.2

Review and rewrite where necessary policies, procedures, and job descriptions

PERFORMANCE GOAL 5.2.3

Perform job satisfaction survey before and after restructuring, policy/procedure implementation, and training

STRATEGIC OBJECTIVE 5.3

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

KEY PERFORMANCE MEASURE 5.3

Shelter staff and volunteers seek knowledge related to their field of work

PERFORMANCE GOAL 5.3.1

Identify professional development resources in shelter and field operations, animal behavior and training, shelter medicine, and leadership

PERFORMANCE GOAL 5.3.2

Establish and follow up on goals with staff in quarterly one on one and annual performance appraisals

PERFORMANCE GOAL 5.3.3

Connect staff with peer and other mentors to assist in their progress in accomplishing their career goals

Strategic Objective Overview: Animal welfare work can be demanding. The many changes that seem to occur regularly can be daunting for workers in the field. Unless particular attention is paid to the professional development of staff, agencies are in danger of falling far behind best practices, and may lose important opportunities to gain knowledge and experience necessary to develop and implement life saving programs, an expectation of the community, as well as other progressive local and national animal welfare organizations. LBACS leadership needs to place particular focus on contributing to the professional development of staff, not only for their benefit, but for the benefit of LBACS and the animal welfare movement as a whole.



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Compassion Saves