

Longmont Humane Society
2019 - 2021

Strategic Plan



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I. Introduction

Longmont Humane Society (LHS) is a 501(c) 3 private, non-profit organization dedicated to the protection of animals. We provide temporary shelter to thousands of animals every year: dogs, cats, and small mammals that are lost, abandoned, or surrendered. Loving attention, nutritious food, meticulous health care and daily exercise are standard parts of the high-quality care provided to each animal.

The Board of Directors recognizes the importance of a strategic plan to help us better serve the needs of the animals, community, and of our organization, both now and in the future.

The challenges we face are great. However, we believe that Longmont Humane Society can make real and significant progress assisting animals in partnership with our staff, volunteers and the support of the compassionate and giving community in which, we live and work.

The Board and staff at Longmont Humane Society believe that with strong community support, our highly knowledgeable, specially trained staff provides a thriving haven for companion animals. We believe that this strategic plan is a vital step in fulfilling that vision.

Best regards,

Michelle Oschmann
Board Chair
Longmont Humane Society

II. Executive Summary

Longmont Humane Society has shown a strong history of care and dedication to the animals in our community and yet, at the same time we are stressing the importance of planning for success with a strategic plan that lays the foundation for addressing the most critical issues affecting our day-to-day operations.

This strategic plan has been prepared to address the highest priority strategic issues facing our organization. Longmont Humane Society has chosen 4 key areas on which to focus our efforts: Animal Health and Welfare, Client/Community Welfare, Staffing and Funding.

III. Mission and Vision Statements

The mission of Longmont Humane Society is:

Caring, serving and educating to improve the lives of companion animals.

The Board of Directors and the staff at Longmont Humane Society share a vision:

With strong community support, our highly knowledgeable, specially trained staff provides a thriving safe haven for companion animals.

To stay focused on this vision, we are guided by values that define us, including:

- Respect
- Integrity
- Honesty
- Knowledge
- Compassion

IV. Organization Profile and History

The Longmont Humane Society is a non-profit organization dedicated to animal welfare. Established in 1972, Longmont Humane Society was first located on a former turkey

farm on the outskirts of Longmont. The organization was able to save many animals, but limited facilities also resulted in frequent outbreaks of serious disease and overcrowding problems.

The shelter’s iconic “dome” opened to the public on February 16, 1985. The sturdy, sprayed-concrete building provided 14,600 square feet of space to care for lost and homeless animals.

As population in Longmont and the surrounding area skyrocketed through the 1980s and 1990s, it became increasingly clear that the dome’s capacity was being outpaced by the needs of the community.

Construction of the Longmont Humane Society Allen Center was completed in August 2008. Our renovated and expanded shelter features 10 separate air exchange systems to help prevent the outbreak of disease, a capacity of more than 400 animals, a bright, expansive design to make it welcoming to the public, and kennels designed to maximize animal health and happiness during their time at Longmont Humane Society.

Today, we are an open-admission shelter serving an average of 4,200 animals annually. Our commitment to best practices in animal welfare, the delivery of humane education, and building a solid foundation for the organization’s fiscal health, each demonstrate our investment in our mission and how much we value insuring Longmont Humane Society is a healthy, vibrant organization, anchored in the community for decades to come.

LHS provides a comprehensive set of services to the public, including:

| Lost & Found | Adoption | Training | Well Pet Clinic | Humane Education | Thrift Store |
|---|---|---|---|--|--|
| We strive to reunite owners with their companion animals. | Many dogs and cats, puppies and kittens, small mammals, birds and rodents are available for adoption. | Group classes and private lessons (at your home or in our facility) designed to help people teach their dog new and rewardable behaviors. | Spay/neuter surgery, vaccinations, heartworm testing, and more available at low cost. | We educate to promote good stewardship and compassion for animals. | A shopping location where members of the community can donate or purchase gently used items. |

V. Critical Issues and Strategies

1. Animal Health and Welfare:

Providing quality animal health and welfare is the heart of our organization. We do not turn away any animal within our jurisdiction that comes to our doors regardless of age, health, behavior or breed.

We believe it is our responsibility to safeguard the physical and mental state of animal wellbeing, including offering the;

1. Freedom from Hunger and Thirst by providing basic needs of food and water.
2. Freedom from Discomfort by providing an appropriate environment including shelter and a comfortable resting area.
3. Freedom from Pain, Injury or Disease by quick diagnosis, treatment and prevention. We provide respect and dignity throughout their lives and, when necessary, provided a humane death.
4. Freedom to Express Normal Behavior by providing enough space, proper facilities and playgroups.
5. Freedom from Fear and Distress by ensuring conditions and treatment which avoid mental suffering.

Decisions we make regarding animal health and welfare are made by balancing scientific knowledge and professional judgment with consideration of ethical and societal values.

Strategic Goals:

- By 2021, decrease the time an animal spends at LHS.
 - The average length of stay for a cat will be 20 days
 - The average length of stay for a dog will be 11 days
- Enhance pet retention programs by;
 - Implementing a Safekeep Foster program in 2019
 - Increasing the number of animals (by 5% per year) who remain in the home that were initially scheduled to be surrendered

2. Client/Community Welfare:

Community education and awareness are of vital importance in our ability to function effectively, and to fund our shelter. Longmont Humane Society makes community outreach a priority through public presentations and various means of media advertising, enhancing the public's knowledge of the value and importance of animal wellbeing and heightening public awareness of animal health and behavior. In addition, we rely on dedicated volunteers that we believe must receive adequate training, support and recognition for the roles that they play.

Strategic Goals:

- Become an end-to-end resource for clients by expanding touchpoints and creating an ongoing relationship with clients.
- Explore opportunities to measure customer satisfaction levels and to take concrete action based on feedback.

3. Staffing:

The employees of Longmont Humane Society are our most important asset in realizing our agency's overall mission, vision and strategic plan. It is important to retain the most qualified individuals in a competitive market, and to provide a work environment that encourages collaboration, creativity, and effective programs.

Strategic Goals:

- Be considered a competitive employer setting the hiring, training and employee support standards for the animal welfare industry.
- Promote and nurture increased diversity, including cultural, ethnic, gender, and racial representation, within our workforce.

4. Funding

Longmont Humane Society is conscious of those who support us, including foundations, corporations and individuals. We acknowledge the need for sustainability as well as a need to diversify and expand our funding base and create awareness and community "buy-in". We intend to continue to nurture the fundamental connections we have established in the past while simultaneously building new relationships.

Strategic Goals:

- Achieve total revenue growth of 3% per year.
- Continually explore opportunities to develop new revenue streams.

VI. Future Opportunities

As our organization moves into the future, we will continue to assess our customers' and communities' needs to offer the highest quality services available. When resources do not exist, we will evaluate the opportunities to develop plans for how those gaps can be filled.