

2012-2018



Longmont Humane Society
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Longmont Humane Society is tax exempt under Internal Revenue Code Section 501(c)(3). Donations are tax deductible. Tax I.D. #84-0645455.

Reviewed and updated by the
Board of Directors and Senior
Management Staff
April, 2014

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“Until one has loved an animal, a part of one's soul remains unawakened.”

~Anatole France

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, small mammals, and birds 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 in order 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 LHS believe that with strong community support, our highly knowledgeable, specially trained staff provides a thriving safe haven for companion animals. We believe that this strategic plan is a vital step in fulfilling that vision.

Best regards,

Shelley McLeod
Board President
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 from 2012 – 2018: 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 LHS 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

“Vision without action is a daydream.
Action without vision is a nightmare.”

~Japanese Proverb

IV. Organization Profile and History

The Longmont Humane Society (LHS) is a non-profit organization dedicated to animal welfare. Established in 1972, LHS 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 LHS.

Today, we are an open-admission shelter serving an average of 4,000 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 LHS 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 and heartworm testing 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 take into consideration all aspects of animal well being, including proper housing, management, nutrition, disease prevention and treatment, responsible care and humane handling. Animals are treated with respect and dignity throughout their lives and, when necessary, provided a humane death.

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:

- Continue to maintain our combined live release rate (LRR) for dogs and cats at 90% or better.
- By 2018, decrease the time an animal spends at LHS by 50% (i.e. 14 days for cats; 9 days for dogs).
- Maintain and continue to expand the number of resolved medical problems for shelter animals.

2. Client/Community Welfare:

Community education and awareness are of vital importance in our ability to function effectively, and to fund our shelter. Through public presentations and various means of media advertising, LHS enhances the public's knowledge of the value and importance of animal well being and heightens public awareness of animal health and behavior. In addition, we rely on dedicated volunteers that we believe must receive adequate training, tools and recognition for the roles that they play.

Strategic Goals:

- Customer Satisfaction
 - Maintain adoption customer satisfaction at 95% as measured by surveys.
 - By 2017, measure satisfaction of customers of other services and establish baseline for improvement (training, well pet clinic, behavioral).
- Community Outreach
 - By 2017, make humane education and community outreach a priority with dedicated internal staff.
 - By 2018, implement mobile outreach programs (to adopt animals; to provide services to underserved areas, to support transfer partners in animal husbandry).
- Volunteer Force
 - Maintain and appreciate a robust and diverse volunteer force that handles tasks including animal handling, professional services and thrift store support.

3. Staffing:

The employees of LHS 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:

- By 2018, be considered a competitive employer setting the hiring, training and

employee support standards for the animal welfare industry.

- By 2018, promote and nurture increased diversity, including cultural, ethnic, gender, and racial representation, within our workforce.

4. Funding

LHS 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 5% per year with a target of \$3.5M by 2018 while maintaining a profit margin of 7%.
- By November 2016, raise \$3.1 million through the “Serving the Community...Now and Forever” campaign to eliminate capital debt.
- By 2017, re-establish an annual fund to maintain operating reserves. Build to three-month reserve by 2018.

VI. Future Opportunities

As our agency moves into the future, we will continue to assess our customers’ needs (animal and human) and offer the highest quality services available. When valuable resources do not exist, we will evaluate the opportunities to develop plans for how those gaps can be filled.

Strategic Goals:

- Provide support to state and local groups on legislative and regulatory proposals that impact the animal welfare profession.

“Our task must be to free ourselves... by widening our circle of compassion to embrace all living creatures and the whole of nature and its beauty.”

~Albert Einstein