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EDWARD A. BOKS
General Manager

Report to the Board of Animal Services Commissioners

Edward A. Boks, General Manager

COMMISSION MEETING DATE: March 10, 2008 **PREPARED BY:** Linda Barth

REPORT DATE: March 6, 2008 **TITLE:** Assistant General
Manager

SUBJECT: Animal Services Strategic Planning Process Commission Representatives

BOARD ACTION RECOMMENDED:

That the Board appoint one or two Commissioners to participate on a short-term basis in meetings to formulate and finalize a five-year strategic plan for the Department.

SUMMARY:

Strategic planning is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy. For this Department, following the successful model of other City departments, the focus of the process will be determining where the Department is going over the next five years, with emphasis and specific goals for the next fiscal year that will imperative to help prioritize resource use in the difficult budget year ahead.

The Strategic Planning process will start from the foundation of the Department's Mission, Vision, and Values.

Mission: Defines where the organization is going now, basically describing the purpose, why this organization exists.

“To Promote and Protect the Health, Safety and Welfare of Animals and People in the City of Los Angeles.”

Vision: Defines where the organization wants to be in the future. It reflects the optimistic view of the organization's future.

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“We envision the day when every pet born is ensured a good home and care all its natural life and no animal will suffer because of abuse, neglect or ignorance, and all citizens, their property and neighborhoods are safe from the dangers and nuisances of irresponsible pet guardianship.”

Values: Main values protected by the organization during the progression, reflecting the organization's culture and priorities.

“We value the integrity of each employee, volunteer and partner contributing to the professional delivery of excellent customer service and the humane treatment of animals, in an atmosphere of open, honest communication, predicated on our trust in and respect for each other.”

The process of developing the Plan, from review and evaluation of the Mission, Vision, and Values, through publication of a roadmap of goals and measures of success for the next year, is as important as the final product itself. The process serves to clarify the organization's plans and ensure that key leaders are all on the same script.

Staff at all levels of the Department will participate in focus groups to provide input to the Plan. Likewise, staff will seek input from the Mayor's office, Councilmembers, the City Administrative Officer's staff, and others within the City, as well as from representatives of our New Hope partners in the humane community. The participation of the Commission, as policy makers in the Department, may include general input and also guidance for various steps in the process, such as recommending additional groups to interview for input.

Therefore, staff recommends that the Commission pick one or two, but not more than two, members to work with staff as necessary in development of the Strategic Plan. Work should be complete by June and require modest dedication of time. This would be a temporary assignment.

FISCAL IMPACT:

There is no fiscal impact to the process of developing a Strategic Plan except insignificant staff costs to attend meetings, and the potential of more efficient use of resources in accord with Plan.

Approved:

Edward A. Boks, General Manager

Subject: : Animal Services Strategic Planning Process Commission Representatives

BOARD ACTION:

_____ Passed

Disapproved _____

_____ Passed with noted modifications

Continued _____

_____ Tabled

New Date _____