












Flagler Humane Society
2025 – 2030 Strategic Plan
December 2025



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Letter from the Board President

After over 40 years of serving the animals and residents of Flagler County, and after nearly one year of intense research, data analysis, and collaborative engagement, I am pleased to present the first-ever Flagler Humane Society 2025-2030 Strategic Plan. This plan thoroughly defines our goals, objectives, and actions from FY2025 through FY2030, and embodies our mission to transform the lives of animals through compassionate care and services, outstanding educational programs, and advocacy for all animals.

Throughout our history, Flagler Humane Society has been instrumental in establishing and leading animal welfare services in the community, and as an open admission shelter, we accept homeless, abandoned, and stray animals regardless of health, age, or behavior. We are proud to consistently exceed state and national benchmarks for over 90% save rates, receiving year-after-year recognition from Best Friends Animal Society.

This strategic plan will become our north star for operational, fiscal, and staffing efficiency and effectiveness. We aim for continuous improvement, honest communications, and responsible stewardship of our resources.

As a 501(c)(3) non-profit organization, we rely on our generous community of friends, supporters, and donors to provide a substantial proportion of our operating budget, and we are so very grateful for their generosity.

We thank the residents of Flagler County for entrusting us to serve you. Here's to the next 40-plus years.

Linda Lester
Board President
Flagler Humane Society

Letter from the Executive Director

I have had the privilege of serving as the executive director of Flagler Humane Society (FHS) for more than 35 years. Creating a better world for animals is my life's mission and I hope that I have instilled that passion in those with whom I have worked and exemplified it to people I have encountered along the way. I am proud of how far FHS has come over the decades, from our humble beginnings in 1982 to the leading animal welfare organization in Flagler County, Florida today.

I am gratified knowing that every decision the staff and volunteers make prioritizes the animal's physical and emotional well-being while they are in our care. We find homes for animals that many shelters and rescue organizations would give up on. And we strive daily to fulfill *our mission to transform the lives of animals through compassionate care and services, outstanding educational programs, and advocacy for all animals.*

FHS has shown resiliency and adaptability over the years. We have weathered innumerable challenges both internally and externally, and we have grown and evolved to become a stronger organization and a leader in animal care in our region. We have increased the number of services and programs offered to our community and the breadth and reach of our educational information.

Our efforts extend beyond our walls as we strive to build a kinder, more compassionate environment for all animals, to achieve *our vision of a community that values, nurtures and protects all animals.*

Flagler County is one of the fastest growing counties in Florida and as a result of the growing human population, the need for animal welfare services also is increasing. We recognize the need for a long-term plan and have diligently applied ourselves to develop this 2025-2030 Strategic Plan, which identifies our top six goals and corresponding actions toward continuous improvement in the animal welfare sector.

Together with the staff and volunteers of Flagler Humane Society, I thank our generous supporters and the greater Flagler County community for believing in our mission and in our future.

Amy Carotenuto
Executive Director
Flagler Humane Society

Strategic Planning Process and Contributors

Planning Process

In the Fall of 2024, the board of directors of Flagler Humane Society identified the need to establish a formal planning process that would advise both short- and long-term decision making, unify staff and volunteers around organizational goals and priorities, optimize the allocation of resources, and build community trust and confidence in the animal welfare services we provide. While planning is integral to the work and services performed by FHS staff and volunteers on a day-to-day basis, this is the first five-year strategic plan developed by the organization.

A strategic planning committee was convened in early 2025 with the goal of completing the plan within the calendar year. Key committee accomplishments included:

- Updated Mission and Vision Statements
- Confirmed Organizational Core Values
- Conducted a SWOT Analysis
- Identified Strategic Goals, Objectives and Actions
- Developed the 2025-2030 Strategic Plan

The implementation of the strategic plan has already begun. The important near-term goals and actions will be reflected in the implementation plan and budget for FY 2025/26 commencing October 1, 2025. We will review our progress in the implementation of the strategic plan at least annually. Adjustments to the strategic plan will be made as necessary to respond to progress in the execution of the plan, new information and circumstances, changes in the business environment, and also to incorporate new opportunities that support our strategic goals.

Contributors

The board of directors, executive director, staff and volunteers supported the planning process and will be essential leaders and contributors to the execution of the overall plan. We introduced the six strategic goals to key donors in September 2025 to resounding agreement and support, and in the coming months, we will share with FHS business and community partners, and other stakeholders, to build trust, instill confidence, and strengthen our image in the community.



Mission, Vision, and Values

In the Spring of 2025, the board updated the mission, vision, and values of Flagler Humane Society.



MISSION

Our mission is to transform the lives of animals through compassionate care and services, outstanding educational programs, and advocacy for all animals.



VISION

Our vision is a community that values, nurtures and protects all animals.



VALUES

Our core values are:

- *Compassion for animals*
- *Integrity in actions*
- *Quality of service*

Flagler Humane Society: Our Origin Story

Flagler Humane Society was born from a series of meetings of animal lovers led by Hanneka Frederick beginning in 1979. At that time, the closest animal shelter was in Daytona Beach. Hanneka Frederick, an outspoken, compassionate, and resourceful member of the Flagler County community, was the first to initiate plans for a much-needed animal shelter.

By September 1980, Flagler County Humane Society (as named at that time) had incorporated, received non-profit and tax-exempt status, and had begun the crucial exercise of fundraising. In December 1981, ITT Development Corporation donated an acre of land on U.S. Highway 1. ITT also donated fill dirt for the land and a portion of the costs for underground utility connections.

The first board of directors included Hanneka Frederick and more than 15 community members, including two doctors and a judge. The enthusiastic and committed board launched a membership campaign and visited other animal shelters for ideas. Agreements to provide animal control, animal care, and sheltering services were drawn up with Flagler County, Flagler Beach, Bunnell and Palm Coast Service District (incorporated as Palm Coast in 1999).

Herbert Bratloff, owner of H. Bratloff Construction Company and an original board member, contracted to build the shelter, fronting monies until the Humane Society raised enough for the building. Construction began in January 1982. The shelter, with 16 indoor/outdoor kennels, a roughly 100 square foot cat room, an office large enough for one desk, and a laundry closet, opened to care for homeless animals on September 15, 1982.

The first staff hired was animal control officer Frank Willie. For the first several months, other than Officer Willie, the shelter was run completely by volunteers. In December 1982, Dr. Don Walker opened his veterinary practice in the shelter. He would act as the shelter's veterinarian for the first five years until he moved to his own practice, Community Animal Clinic. After Dr. Walker's practice relocated, shelter manager Linda Smith Hampton moved into a renovated upstairs apartment in the shelter and provided round the clock security and care for the shelter animals.

In the Fall of 1988, the facility expanded to include two new cat rooms. Another expansion in 1992 included a small infirmary, laundry room, washroom for bathing dogs, and a food prep room.

The 1990's was a busy decade for the Humane Society. We were helping more animals than ever on a daily basis. We extended our hours and stayed open seven days a week. ITT donated another acre of land. Flagler County was growing and our shelter was adapting.

In 1999, Palm Coast Holdings donated additional land to the Humane Society and a fundraising campaign began to fund facility expansion. In 2004, we moved into our current 15,000 square foot concrete block, hurricane-resistant building with 56 indoor climate-controlled kennels, colony rooms for cats, and a full veterinary suite. Several months later, the original shelter building was torn down.

We were originally called “Flagler County Humane Society”. The reference to “County” was removed in the early 2000’s because it confused people who thought we were a government agency rather than an independent non-profit corporation. We officially became Flagler Humane Society (FHS) in 2004 and we are a 501(c)3 non-profit.

Our first thrift store location opened in 2010 on US 1, a mile south of the shelter. Our current thrift store, located at 480 Palm Coast Parkway SW, opened in 2018. Thrift store sales grow every year and at this writing account for nearly one third of the income required to operate the shelter.

The kennel building and ongoing facility improvements have served FHS well for over 20 years. While the building and grounds are generally in good condition, we recognize that there are a number of areas that need to be renovated, repurposed and/or perhaps expanded based on current and near-future animal welfare requirements.

In 2025, as part of the strategic planning process, we initiated a comprehensive site assessment covering both exterior and interior improvements, focusing on capacity, functionality, safety, and aesthetics. This work is expected to be complete by calendar year-end and will help determine the scope of any facility improvements or expansions that may become part of the strategic plan. Additionally, we have been accepted as a recipient of Maddie’s® Million Pet Challenge to receive an expert shelter consultation of our entire facility and animal care operations. This Challenge is a collaboration of UC Davis Koret Shelter Medicine Program, Shelter Medicine Program at University of Florida, Open Door Veterinary Collective, and Team Shelter USA. The shelter consultation includes a comprehensive review with recommendations on the status of our facilities and operations, and will be used in conjunction with our own site assessment to determine the scope and timing of any operational and facility improvements and augmentations.



Signature Services and Key Initiatives

Signature Services

FHS provides the services listed below for the people and animals in our community. Many of these services are provided at affordable prices to help residents keep their pets at home and keep them healthy. Most of these services are only provided through FHS, making us the go-to resource for our community.

- As an open admission shelter, accept all animals regardless of health, age, behavior, or breed, including wildlife and farm animals
- Prepare animals for adoption including vaccinations, heartworm treatment, spay/neuter surgery and microchipping
- House, feed, exercise, and socialize animals
- Match animals with loving families for adoption onsite and at partner locations offsite
- Provide low-cost spay/neuter surgeries
- Host microchip and low-cost nail trimming clinics
- Operate a low-cost wellness clinic to help pets in need of healthcare
- Operate a Trap-Neuter-Vaccinate-Return (TNVR) program to manage cat populations
- Maintain a lost and found network for missing pets
- Operate a pet foster program
- House animals while owners are hospitalized, incarcerated or in domestic violence shelters with the goal of keeping animals with their owners*
- Host a Pet Food Bank
- Encourage and strengthen children's reading skills and familiarity with animals through the "Paws to Read" program
- Strive to maximize our animal live release rate**
- Host "Camp Paw Print" summer day camp for young pet lovers to learn about animal care
- Provide regional animal control services with the goals of protecting animals and keeping animals in their homes*
- Manage pet-friendly evacuation centers during regional emergencies
- Coordinate state-wide on animal welfare issues, participate in legislative activities and support other animal welfare organizations by transferring animals to FHS during times of need
- Operate Ambassador Dog program to provide solace and comfort to neighboring elderly care facilities

*Scrupulous care is taken to help ensure owners are able to keep their pet in a safe and loving home.

**FHS has been recognized by Best Friends Animal Society with a live release rate of 90-95% for several years, including a 95% rate for the last three consecutive years 2022, 2023, 2024.

Key Initiatives and Select Success Stories

FHS has pioneered several animal welfare initiatives in the region and our programs and services have continued to expand. Our educational efforts, low-cost medical services, and advocacy for animal protection at the state level are keeping more animals protected and in homes. We are gratified by the support of hundreds of donors, supporters, and volunteers who help make our work possible every day.

- **Population Control:** On average per year, FHS provides spay/neuter surgeries for nearly 2,500 animals. A low-cost spay/neuter certificate program began in 1991 thanks to the cooperation of local veterinarians. Two years later Flagler County began offering a \$25 rebate as an incentive to pet owners to have pets sterilized, and this program still exists today. Affordable spay/neuter services is a key reason why shelter euthanasia rates have decreased over the years.
- **Adoption:** Animals are available for adoption every day at the FHS facility and several times a week offsite at community events or partner locations. Each year, on average, FHS successfully adopts out over 2,000 dogs, cats, and other species. PetSmart has been a strong supporter and advocate of pet adoptions in Flagler County and throughout the United States and was the first nationwide pet store to help shelter animals rather than support puppy mills. In the early 2000's FHS transported adoptable animals to the Daytona Beach PetSmart. In 2008, PetSmart opened its Palm Coast store and has continued to support FHS. PetSmart has facilitated the adoption of over 11 million animals for shelters in the U.S. and inspired stores like Petco and Pet Supermarket to follow suit.
- **Animal Rescue:** FHS's animal control officers work closely with local government officials and communities to save lost and stray animals, and to address animal abuse, hoarding and breeding issues. In an average year, FHS animal control officers work over 500 cases and rescue more than 300 animals in need of care.

A significant rescue event occurred in October 1997, when FHS rescued 517 dogs from the Brinkley Puppy Mill. Over 30 veterinarians joined in and 119 foster families helped care for the animals. The abuse case received international attention: we were featured in The Reader's Digest, Animal Planet and other media outlets. The courts awarded all dogs to our custody and the abusers were imprisoned. Over time, FHS was able to adopt out 474 of these dogs, with many others transferred to other shelters. Large-scale animal rescues occur many times a year and with the help of community volunteers, the animals are relocated to new homes.

- **County Emergency Services Support:** FHS developed one of the first emergency evacuation centers for animals in the United States. FHS staff and volunteers set up and operate pet-friendly emergency evacuation centers in times of declared emergencies, in partnership with Flagler County. In 1998, Flagler County was under siege by wildfires. We evacuated the shelter and fled to the county fairgrounds where we accepted pets of owners who were evacuating. When then-Florida Governor Chiles called for the entire county to evacuate (the first ever

county-wide evacuation due to wildfires), then-Sheriff McCarthy helped us transport several hundred animals to Alachua, Putnam and St. Johns counties. Wildfires burned the FHS front sign and all of the woods around us, but thanks to firefighters and the Division of Forestry, our building was spared. While our animals were safe in neighboring counties, our staff rescued animals left behind and affected by the fires.

- **Feral Cat Rescue:** FHS has supported and operated a successful Trap-Neuter-Vaccinate-Return (TNVR) program to manage cat populations for over twenty years. In 2008, Palm Coast city officials insisted on eradicating the unowned community cats from the Linear Park area in Palm Coast. FHS partnered with Palm Coast to rescue the cats and offered a large area on our property to be fenced and converted into a feral cat sanctuary. 125 cats were removed from the park in October 2008 and relocated to this newly established sanctuary where they were cared for by devoted volunteers until the last cats passed away from old age in August 2025.
- **Low-cost Medical Services:** With the rising cost of care, we expect the need for our low-cost veterinary services to increase in the years ahead. FHS launched a vaccine clinic for the first time in 2011 to provide pet owners with affordable options for keeping their pets' vaccinations current. In 2015, the clinic was expanded to include wellness appointments and sales of prescription heartworm prevention at reduced pricing.

FHS veterinary staff provided medical services for over 7,760 animals in 2024 including over 64 surgeries such as dental extractions, mass removals, and eye surgeries.

- **Pet Food Bank:** FHS began supplying pet food to owners experiencing temporary financial difficulty in 2014, following the departure of Kibble's Kitchen founders, who established the area's first pet food bank. We continue to provide this service today. In 2024, FHS provided free or low-cost pet food to over 60 families in the county.
- **Education:** FHS's mission includes providing outstanding animal education programs for members of the community with the goals that animals are understood, respected and protected. FHS's radio show/podcast "Speaking of Animals" debuted on WNZF in 2012 and continues to run to this day. This show highlights subjects ranging from animal care to trending topics about animals in our community and beyond. In addition, every week our executive director or a senior staff member writes a column for the Palm Coast Observer on animal welfare issues to help educate the public. These podcasts and articles are posted on our website for public reference (flaglerhumanesociety.org/animal-news).

In 2019, FHS hosted our first children's summer animal education camp, "Camp Paw Print", with a small group of children. Each year the demand for the camp experience grows and we now offer two sessions, one each for elementary and middle-school children.

- **Legislation and Advocacy:** In 2018, FHS staff worked with the Humane Society of America to eliminate greyhound racing in the state of Florida. After numerous meetings with the state's Constitution Revision Committee, Amendment 13 was added to the ballot in 2018 and passed by more than the required super majority, achieving nearly 80% support from Florida voters.

Additional significant legislative activity that FHS has been involved in includes: Ponce's Law, which strengthens sentencing guidelines for animal abusers (2018); enabling shelter staff to microchip owned pets (2019); ensuring that courts can include pets in orders of protection for survivors of domestic violence (2020); veterinary telemedicine (2024). For more information, visit our website flaglerhumanesociety.org.

Furthermore, FHS's executive director contributed in 2021/22 to the "Best Practices for Humane Care & High Live Release Programming" guidebook, a joint effort of the Florida Association of Animal Welfare Organizations and Florida Animal Control Association.



Recent Recognition and Awards

Best Friends Animal Society



Best Friends Animal Society, the nation's leading authority on animal welfare and pet adoption, has recognized FHS efforts as a no-kill shelter with a live release rate of at least 90%.

We have achieved special honors with a near 95% live animal release rate three years consecutively: 2022, 2023 and 2024.*

Palm Coast Chamber of Commerce



The City of Palm Coast Chamber of Commerce has generously recognized FHS with the following awards:

- 2015 "Most Innovative Marketing Campaign" for our Certified Pre-Owned Pet event in conjunction with Flagler Chrysler Dodge
- 2016 "Most Innovative Product or Service" for our Low-Cost Wellness Services
- 2020 "Non-Profit of the Year" for our services in animal protection and welfare

Florida Animal Control Association



The Florida Animal Control Association works to advance animal protection and welfare across Florida, and to recognize the service of outstanding volunteers in the field of animal protection.

- 2023 Outstanding Volunteer of the Year, Mr. Manny Confusione, Flagler Humane Society

Maddie's® Million Pet Challenge



The Maddie's Challenge is a collaboration of UC Davis Koret Shelter Medicine Program, Shelter Medicine Program at University of Florida, Open Door Veterinary Collective, and Team Shelter USA. The consultation focuses on recommendations to build programs to keep families and pets together, improve outcomes for shelter pets, and

assure that animals receive the care they need. FHS is a two-time recipient of this coveted program:

- 2017 Maddie's® Million Pet Challenge shelter consultation received and completed
- 2025 FHS has been accepted again as a recipient by Maddie's® Million Pet Challenge. The consultation occurred in October 2025 and will be used to inform changes in operations and/or facilities.

* No-kill is defined by a 90% save rate for animals entering a shelter and is a meaningful and common-sense benchmark for measuring lifesaving progress. Typically, the number of pets who are suffering from irreparable medical or behavioral issues that compromise their quality of life and prevent them from being rehomed is not more than 10% of all dogs and cats entering shelters. For any community to be no-kill, all stakeholders in that community must work together to achieve and sustain that common goal while prioritizing community safety and good quality of life for pets as guiding no-kill principles. This means cooperation among animal shelters, animal rescue groups, government agencies, community members and other stakeholders, all committed to best practices and protocols. Excerpt from Best Friends Animal Society website.

SWOT Analysis and Additional Challenges

As part of the strategic planning process, FHS conducted a SWOT analysis to review the organization's Strengths, Weaknesses, Opportunities and Threats. The results of the SWOT analysis follow. The factors identified as our primary Weakness (internal challenges) and Threats (external challenges), together with additional challenges, in large part informed our strategic plan.

The primary internal positive attributes (Strengths) which were identified are:

1. Dedicated, knowledgeable and compassionate staff, volunteers and board
2. Stable financial condition including low debt, solid reserves and strong Thrift Store revenue
3. Solid, hurricane-rated and air-conditioned building on a multi-acre debt-free site
4. Comprehensive and needs based animal care programs
5. Extensive facilities and technical expertise to address animal health and welfare needs

The primary internal challenges (Weaknesses) which were identified are:

1. Challenges in attracting and retaining staff, volunteers, and board members
2. Logistical layout of facility and deferred maintenance (appearance and cost)
3. Inadequate revenue-generating streams
4. Insufficient communication with and advocacy within the community

The primary advantageous external factors (Opportunities) that could be leveraged are:

1. Explore new income producing programs and activities
2. Increase awareness of FHS programs and services in the community to support greater numbers of adoptions and greater utilization of services
3. Improve community relations and strengthen government partnerships
4. Expand veterinary and other animal care and maintenance services

The primary external challenges (Threats) that could impact the business and organization are:

1. Tenuous government contracts and community partnerships
2. Negative perceptions in community
3. Risks and costs associated with animal control services
4. Liability and risk of insurance coverage loss
5. Economic challenges such as inflation and financial uncertainty can lead to reduced donations and event participation

Additional external factors that may impact the work we do and the services we provide over the next several years include:

- **Animal Regulations:** Regulatory shifts at the County and/or State level, potentially affecting pet ownership and animal welfare may affect animal intakes.

- **Adjacent County Animal Services:** Changes in animal welfare services, such as modifications to government contracts in neighboring counties may result in an increase of animal intakes and the need to diversify income streams.
- **Flagler County Population Growth:** Flagler County is experiencing significant population growth. The population of Flagler County grew from 96,065 in 2010 to 126,705 in 2022, an increase of 31.9%, according to USAfacts.org. The University of Florida's Bureau of Economic and Business Research projects that Flagler County's population may reach 172,000 by 2030 and 217,000 by 2040. Based on a FlaglerLive report dated February 2025, there were approximately 50,296 households in the county with a total of about 68,000 pet cats and dogs. The rapid growth that is projected in Flagler County over the next two decades is expected to have an impact on FHS facilities and services in the years ahead.
- **Shift in Animal Demographics:** In addition to changing human demographics, animal demographics in the county have also changed. In the early years of operation, the majority of FHS dog intakes were hunting breeds such as hounds and labrador mixes. In recent years, there has been a documented shift to mostly "bully" breeds that are somewhat more difficult to rehome due to their negative reputation, and as such they are generally not taken in by other rescue organizations in the county. FHS is an open admission shelter and we accept all homeless, abandoned, and stray animals, regardless of health, age, behavior, or breed.
- **Social Media:** The ease and effectiveness of social media to disseminate information is both a benefit and a detriment. FHS has recently been the target of incorrect, misunderstood, and often inflammatory information that has resulted in unnecessary tension and a breakdown of open and respectful dialogue in certain sectors of the community. FHS is committed to providing excellent animal welfare services and offering open communications and transparency of our data and information for the public and for government officials. As part of the strategic plan, FHS will strengthen our image in the community through increased communications, leadership in animal education programs, and animal advocacy.
- **Government Contracts for Animal Services:** FHS has been an exclusive and valued provider of animal control and sheltering services in Flagler County since we opened in 1982. However, over the past twelve months, FHS has faced increased criticism from Flagler County and City of Palm Coast officials in public forums. Most of the assertions made are based on inaccurate information and a lack of knowledge and understanding about animal sheltering and care practices. FHS values the opportunity to provide animal welfare services for all of Flagler County's municipal governments and in the coming year we will work hard to improve communications, address concerns, and build a higher level of mutual trust and appreciation. Since both Flagler County and the City of Palm Coast have expressed interest in building and operating a publicly funded (tax monies) animal shelter, FHS will seek to work with the government liaisons to help ensure that the animals are the priority.

FHS used the SWOT findings and analysis of additional external factors to prepare this five-year strategic plan. The plan outlines six primary long-term goals and the strategies and actions needed to meet the goals and to achieve success. The actions are measurable, achievable, relevant, and time-bound and will be supported by a partnership between a primary staff member, volunteers and the board.

FHS also will be exploring new income streams within and outside the county to make up for any potential shortfall from government contracts and we also will be redefining the rules of engagement. We fully intend to regain agency of our partnerships as well as the public narrative. FHS has leveraged the strategic planning process to identify those issues we can control and to mitigate those we cannot.

Prioritized SWOT Analysis

Strengths

1. Experienced, knowledgeable, and compassionate staff, volunteers, Board
2. Hurricane-proof, air-conditioned facility on multi-acre owned property
3. Extensive capabilities to address animal welfare resulting in “no-kill” recognition
4. Comprehensive, educational and needs-based programs

Weaknesses

1. Challenges in attracting and retaining staff, volunteers, and Board members
2. Logistical layout of facility and deferred maintenance appearance/cost
3. Inadequate revenue-generating streams
4. Insufficient communications and advocacy within the community

Opportunities

1. Explore additional income-producing opportunities
2. Improve community relations and strengthen partnerships
3. Increase awareness of our services and programs within community
4. Expand veterinarian and other animal-focused services

Threats

1. Tenuous government contracts and low number of business partnerships
2. Negative perceptions in community
3. Risks and costs associated with animal control services
4. Liability and risk of insurance coverage
5. Economic and political challenges

Flagler Humane Society 2025 – 2030 Strategic Plan

The founding objectives of FHS were to protect, shelter and care for all animals in our community and we have successfully accomplished these objectives for over forty years.

The strategic planning process resulted in pinpointing six primary goals and corresponding strategies and actions to support our future planning, budgeting and decision making through 2030. Infused by our Core Values of *compassion for animals, integrity in actions, and quality of service*, our strategic goals are:

1. Achieve financial sustainability
2. Cultivate organizational stability
3. Expand best practices in animal welfare
4. Strengthen our image in the community
5. Develop a campus for the future
6. Lead animal welfare advocacy in the community



Goal 1: Achieve financial sustainability

Objective 1.1.: Maintain financial health and stability.

Actions:

- 1.1.1.** Conduct a financial assessment to ensure accurate cost analysis, financial best practices, and financial stability in all departments.
- 1.1.2.** Work with an independent accounting firm for annual services including preparation of IRS 990, periodic advice on accounting best practices, and the preparation of appropriate financial and accounting reports in compliance with Florida Statute 496.407.
- 1.1.3.** Develop a capital improvement program to fund renovations and/or new construction.

Objective 1.2.: Develop new revenue streams to future-proof operational stability.

Actions:

- 1.2.1.** Identify and develop new sources of earned income for the shelter and the thrift store.
- 1.2.2.** Expand public veterinary services to include additional offerings.
- 1.2.3.** Develop and grow a charitable giving program that supports (at least) 40% of annual expenses.
- 1.2.4.** Identify and establish relationships with foundations and corporate funders to acquire grants, sponsorships, and charitable giving.
- 1.2.5.** Develop a comprehensive corporate sponsorship program.
- 1.2.6.** Develop an endowment fund to provide an ongoing source of income for operations.
- 1.2.7.** Grow donor base beyond county geographical base.
- 1.2.8.** Explore the possibility of FHS providing animal sheltering services for animals from adjacent counties on a fee-for-service basis.

Goal 2: Cultivate organizational stability

Objective 2.1.: Build a high performing team of staff, volunteers, and board.

Actions:

- 2.1.1.** Conduct a Human Resources assessment to optimize staffing needs. Review all roles, job descriptions, salaries, benefits, hiring methods, retention data, etc. and compare against similar organizations for competitive benchmarking.
- 2.1.2.** Build a healthy organizational culture to increase staff performance, retention, and job satisfaction through clear definition of job roles, stronger management responsibility and authority, regularly scheduled staff meetings with documented outcomes, responsive issue resolution, and redefined hiring practices.
- 2.1.3.** Create a discipline of data collection and analysis as paramount to decision making and program/service/event evaluation.
- 2.1.4.** Strengthen the volunteer program to increase volunteer support and satisfaction through improved communications, responsive issue resolution, improved staff/volunteer relations.

- 2.1.5. Create a succession plan for all management staff.
- 2.1.6. Build a strong pipeline of future board directors.
- 2.1.7. Ensure all staff, volunteers, and board understand FHS Mission-Vision-Values and abide daily by our Values, which are: Compassion for animals; Integrity in actions; Quality of service.
- 2.1.8. Leverage technology such as AI and automation to augment staff functions.
- 2.1.9. Update the Employee Handbook on an annual basis.
- 2.1.10. Update the Board Handbook on an annual basis.

Goal 3: Expand best practices in animal welfare

Objective 3.1.: Improve best practices in care and sheltering of animals.

Actions:

- 3.1.1. Create a “Care Plan” for each animal upon intake.
- 3.1.2. Implement an improved morning clean-up process for dog kennel areas.
- 3.1.3. Improve managerial oversight in dog kennel areas.
- 3.1.4. Review and update FHS SOP’s on an annual basis.
- 3.1.5. Request the University of Florida College of Veterinary Medicine to conduct a kennel assessment through its Maddie’s Shelter Medicine Program. [Shelter Consultations: Helping Shelters be their Best » Shelter Consultations » Shelter Medicine Program » College of Veterinary Medicine » University of Florida](#)
- 3.1.6. Record kennel occupancy.

Objective 3.2.: Improve best practices in population control of animals.

Actions:

- 3.2.1. Reduce surrender intake through surrender mitigation programs, community outreach, and educational campaigns.
- 3.2.2. Work with local governments and animal advocates to identify resources for increased spay/neuter services in the community.

Objective 3.3.: Improve best practices in adoption/RTO of animals.

Actions:

- 3.3.1. Reduce the average amount of time that an animal spends in the shelter (length of stay) by expanding veterinary services and restructuring the behavioral assessment and modification program, thereby accelerating adoption potential. Expand the dog playing program to provide enrichment and to understand the behavioral needs of each animal.
- 3.3.2. Ensure that at least 90% of the animals entering the shelter leave through adoption, return to owner (RTO), or transfer to another organization for adoption.

Objective 3.4.: Apply Standard Operating Procedures (SOPs) in every facet of our animal care operations.

Actions:

- 3.4.1. Ensure application of Guidelines for Standards of Care in Animal Shelters by the Association of Shelter Veterinarians (2022).

3.4.2. Ensure application of Best Practices for Humane Care & Live Release Programming by Florida Animal Control Association and Florida Association of Animal Welfare Associations (2019).

3.4.3. Update annually and apply FHS's own SOPs.

Goal 4: Strengthen our image in the community

Objective 4.1.: Increase community understanding and engagement through information, education, programs, and services using diverse touch points.

Actions:

4.1.1. Create and implement a Strategic Communications Plan.

4.1.2. Expand channel focus beyond social media, to include Paid (advertising, sponsorships), Earned (PR, media), Owned (website, marketing campaigns).

4.1.3. Create content that reflects positive, evidence-based narratives.

4.1.4. Develop informational and educational campaigns based on segmented audiences.

4.1.5. Coordinate appropriate messaging, graphics, etc. for marketing and development campaigns.

4.1.6. Expand existing programs and develop new educational programs (camp, workshops, speaker series, apprenticeships, etc.) for youth in Flagler County.

Objective 4.2.: Increase community trust by ensuring transparency of information and data, indisputable fiscal management, and responsible and accountable behavior and actions.

Actions:

4.2.1. Develop the website as FHS's "single source of truth" where all public-facing information is up-to-date, easy to find, and factual/objectively represented. [See separate Strategic Communications Plan]

4.2.2. Maintain constant and open communications with our various audiences (staff, volunteers, donors, sponsors, partners, residents, government entities, etc.) through appropriate channels. [See separate Strategic Communications Plan]

4.2.3. Provide excellent customer service, hospitality and awareness of services offered, at all levels of the organization. Everyone who comes through our door will be greeted promptly, cordially and professionally.

4.2.4. Build an internal communications program tent-poled by regularly scheduled meetings with documented action items and outcomes.

4.2.5. Conduct onsite and online surveys to obtain feedback on customer and community satisfaction with FHS services. Address feedback received professionally and promptly to achieve goals of trust, transparency and continuous improvement.

Objective 4.3.: Establish or renew relationships with government leaders to increase their confidence in and appreciation for the services we provide.

Actions:

4.3.1. Ensure all elements of contracts are fulfilled timely and professionally.

4.3.2. Develop and present consistent data-based reporting in support of contractual obligations.

4.3.3. Present animal welfare educational programming in coordination with city, county, school districts and other organizations in the community.

4.3.4. Meet regularly (monthly or quarterly) with government leaders to address current animal welfare issues and to plan for managing an increasing number of stray and homeless animals in the next two decades. Become a member of the County/City/ARF regional animal welfare planning committee.

4.3.5. Strengthen communications and build trust with the Flagler County Sheriff's Office to promote mutual respect and an open exchange of ideas related to animal welfare.

Goal 5: Develop a campus for the future

Objective 5.1.: Ensure buildings and grounds reflect the gold standard and are future-proofed for change.

Actions:

5.1.1. Conduct assessment of exterior site to evaluate appearance, cleanliness, structural integrity, functionality, and adequacy.

5.1.2. Conduct assessment of building interior that includes appearance, cleanliness, structural integrity, size and functionality, efficiency and adequacy of improvements for organizational use, safety, security, etc.

5.1.3. Formalize building and site maintenance schedules, cleaning specifications, and responsibilities to ensure that the building and campus are maintained to the highest standards.

5.1.4. Identify the site and building improvements required to support FHS strategic goals.

5.1.5. Prepare a concept plan and cost estimate for renovation and/or expansion of building.

5.1.6. Complete building design and conduct a capital campaign to raise funds for the project.

Goal 6: Lead animal welfare advocacy in the community

Objective 6.1.: Establish Flagler Humane Society as the thought leader and go-to expert on animal welfare in Flagler County.

Actions:

6.1.1. Engage with local policy makers, housing agencies, and landlords to develop solutions for the housing challenges that separate pets from their families.

6.1.2. Conduct a public campaign promoting shelter and rescue adoptions and educating prospective pet owners on how to care for the pets they adopt.

6.1.3. Develop and publish resources on animal welfare through education, marketing & communications, and legislation.

6.1.4. Establish and lead a regional working group that collaborates to address animal welfare issues in our community, including animal protection, population control, and community education.

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