**Vision:** Champion animal welfare and be a leading resource on animal issues.

**Mission:** St. Hubert’s Animal Welfare Center is dedicated to the humane treatment of animals. The organization believes in and provides services that support the human-animal bond and seeks to foster an environment in which people respect all living creatures.

### Strategic Directions & Priorities for 2019 – 2023

#### Our Goals and Focus

Be a premier provider of animal services that address the needs of animals, people and community at large

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<th>Our Goals and Focus</th>
<th>Tasks and Measures</th>
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| Sustain operations and current programs as a model shelter | • 0% of Healthy treatable animals euthanized  
• Honor Five Freedoms |
| Provide community animal care | • Increase number of animal control & TNR contracts  
• Offer humane wildlife management in our ACO towns  
• Evaluate humane wildlife fee-for-service model |
| Demonstrate leadership in response to Animal Cruelty and Emergency Response | • Continue team building, SOP development, staffing plans and response training |
| Expand targeted pet care & retention services in underserved communities | • Deepen behavior & other support services that address pet relinquishment & improve quality of life for animals |
| Expand training & behavior services | • Deepen the offering of these services  
• Through Community Engagement programs  
• In field of animal welfare |
| Integrate humane education into daily field/shelter operations & targeted advocacy | • Increase public education and awareness with adults and youth |
| Expand veterinary clinic services to underserved communities | • Serving  
• TNR  
• The public  
• Other agencies |
| Increase lifesaving via Sister Shelter Waystation Program | • Continue transports twice each week  
• Regularly assess & update program |
| Assess needs & provide behavior, enrichment & training resources to shelters in need | • Deliver resources in a variety of ways, including in-person visits |

#### Leaders and Advocacy

Continue to step forward to advance animal welfare

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| Provide leadership and weave a sense of community within the animal welfare field | • Promote humane ethic  
• Advance laws & regulations for all animals  
• Tie policy and position statements into all programs & initiatives (e.g. plant-based eating in response to natural disasters)  
• Sustain St. Hubert’s policy and position statements on animal issues |
| Eliminate euthanasia for healthy/treatable felines in NJ | • Support implementation of TNR  
• Network capacity for cats |
| Be the regional “go to” informational resource on animal welfare issues for multiple audiences | • Respond to requests by media, legislators and the public |
| Identify unmet needs and opportunities | • Ongoing |

#### Sustainability

Ensure the health and long-term viability of St. Hubert’s

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| Expand development opportunities for a sustainable future | • Build out methods for contributions  
• Stay ahead of e-giving and online mobile opportunities  
• Relaunch planned giving program by 12/31/18  
• Launch endowment campaign by 12/31/21:  
• Unrestricted: $5M  
• Restricted: $1.5M |
| Increase communications and outreach to the public | • Grow social media platforms and donor base |
| Build operational strength to meet goals and plans | • Further develop staff & volunteer onboarding, training, and development plans  
• Explore retirement matching  
• Expand network of active volunteers  
• Live St. Hubert’s values |
| Evaluate programs, locations and initiatives to ensure effectiveness and efficient use of resources | • Prioritize and phase out programs when warranted |
| Investigate potential merger & acquisition opportunities | |
| Create a facilities maintenance and reserve plan | |
| Build Board bench strength | • Consider & respond as opportunities arise |
| Develop Board members | • Complete and execute plan |
| Determine use of 2nd floor of Madison building | • Develop Board diversification  
• Targeted addition of Board members  
• Board attendance at professional conferences |

This living document will be refined and updated as needed, will guide staff reporting, and be reviewed by the Board in 2021.