



2025 Year-end Report



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MESSAGE FROM THE BOARD OF DIRECTORS

The Board of Directors for Friends of the Stokes Shelter Animal Adoption Center, are pleased to present this FOSS Year-end Report for 2025. At the writing of this report, FOSS has now spent nearly six years laser-focused on finding new love and life for homeless dogs and cats. 2025 was another year of tremendous organizational growth. With a lot of hard work from staff, volunteers, and board members, and through the generosity of donors, the year ended as an indisputable success both operationally and financially.

Over time, it had become clear that for FOSS to truly make a difference in the health and welfare of animals, it must turn the corner from having a singular purpose of adoption to becoming a multi-faceted community resource. Grants were obtained to pay for spay/neuter services for established pet owners who were facing financial hardship. A pet pantry was initiated to provide food and ancillary supplies to many pet owners when the need arose. On this latter point, to be clear, food provided to community pet owners for non-FOSS animals was acquired through independent channels and had no impact on FOSS's General Fund. Classes have been developed to teach children the tenets of responsible pet ownership. Most importantly, FOSS created and implemented a "spirit of the organization" known as F.A.C.E.S. of FOSS. This spirit is found in policies, protocols, and programs, as well as in the actions and attitudes of all FOSS members. *See Organizational Spirit below.*

When preparing the 2025 budget, it was estimated that an additional \$14,955.00 would need to be allocated from general fund balance to cover anticipated expenditures. However, by the end of the year, a combination of careful spending, effective program management, and generous donations had more than closed the gap resulting in a surplus of \$12,848.00. *See Financials.*

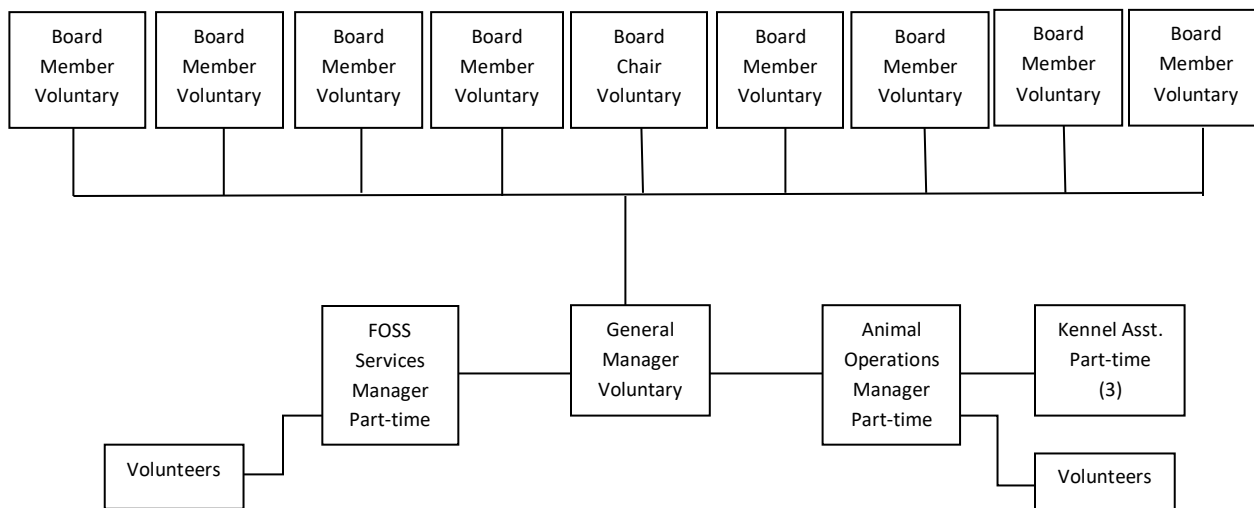
In 2025, FOSS/community interaction increased and marketing strategies were developed to promote animal adoptions and to increase familiarity with the FOSS name and purpose. It reaffirmed a simple principle that the level of FOSS/community interaction is proportional to fundraising success and animal placement.

As we end the year 2025 and look forward to 2026, inevitable change will present itself, not as a barrier, but to provide new and exciting opportunities for FOSS to grow and to improve outcomes for all animals that come under FOSS care. The FOSS team remains mission-focused and is preparing to make 2026 the best year yet for the animals.

The Board

ORGANIZATIONAL (STAFFING) STRUCTURE

In addition to providing information to FOSS members, the Year-End Report is intended to enlighten our established donors and prospective donors on how FOSS is structured. The abbreviated Organizational Chart below illustrates how FOSS is staffed. It also highlights the reliance on volunteer assistance



MISSION OF FOSS

Friends of the Stokes Shelter (FOSS) Animal Adoption Center exists to rescue homeless domestic animals, to facilitate placement in new homes, to serve as a community resource, and to provide information and educational opportunities for pet owners regarding animal health and welfare.

ORGANIZATIONAL VALUES

FOSS believes that:

- Value 1: The bedrock principle of humane treatment applies to all animals in FOSS care.¹
- Value 2: All dogs and cats deserve a safe home.
- Value 3: The first operational priority is to safeguard the health of all FOSS animals and provide sanitary facilities.
- Value 4: FOSS is committed to the highest standards of integrity.
- Value 5: Volunteerism is a cornerstone of FOSS strength and stability.

¹ While FOSS, as a policy, does not euthanize animals, it is understood that in rare cases this is the only humane outcome for gravely injured or sick animals.

Value 6: Information, Education, and Demonstration are the means to meeting the FOSS Mission.

STATEMENT OF BROAD GOALS

Broad Goals are the umbrella guidance for day-to-day operations-level planning and action. These goals are adjusted only when the mission evolves in purpose. All operational plans, programs, and activities are evaluated for congruency with the Broad Goals before commitment to action. Broad Goals are as follows:

1. To acquire adoptable animals from the Stokes County Animal Shelter prior to accepting animals from other sources. (Sourcing)
2. To deliver animal care and adoption services that strive to meet or exceed ASV Guidelines. (Services)
3. To maintain a clean and inviting adoption facility that meets or exceeds state regulations. (Facilities)
4. To find homes for homeless dogs and cats in Stokes County, thereby reducing euthanization. (Adoptions)
5. To provide public awareness that pets in the home contribute to family and community health and happiness. (Information)
6. To help evolve from attitudes that foster animal abuse, neglect, and indifference. (Education and Demonstration)

ORGANIZATIONAL SPIRIT

In early 2025 a growing but intangible force that seemed to be driving FOSS operations finally came into focus and was committed to written policy. F-A-C-E-S of FOSS began as an assortment of community-focused programs and quickly became the underlying spirit that now influences all daily operations and planning. FACES is a way to change attitudes and behavior toward domestic pets through Information, Education, and Demonstration. The goal, over time, is to help reduce abuse, abandonment, and euthanizations.

FACES means:

Friendship – it works both ways. If you give it, you get it. For people, often the very young and the elderly, benefit most from the presence of an animal in their lives. It brings comfort and joy. Loyalty is unwavering. For the animal it is simple: I'm here for you if you let me.

Acceptance – Not all animals are beautiful purebreds. They come in many shapes and sizes but their willingness to accept people despite human flaws is undeniable and unconditional.

Companionship – Domestic animals thrive on interaction with people as well as with their like kind. It is a natural state for most but must be nurtured in some cases.

Education – This is a key element to the ultimate success of FOSS. For every animal FOSS can place in a new home, many more are born to the world and will face untold hardships. Education can take on many forms from simple printed information to structured learning to

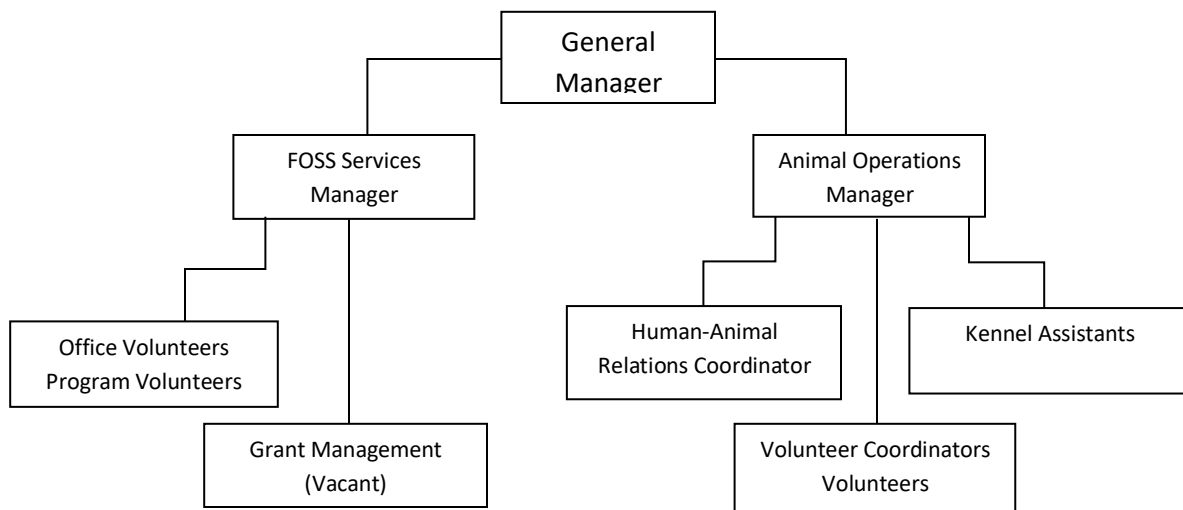
demonstration. Helping pet owners to understand animal behavior and needs, awareness of animal overpopulation, and realizing euthanization due to overpopulation is inevitable without public awareness and action on the larger picture.

Socialization – Domestic animals are naturally social creatures but when they are placed in a shelter environment they begin to waste away if not properly cared for. FOSS makes every effort to resist that deterioration through regular contact, social activities, and play time, thus improving the chances for successful adoptions.

OPERATIONAL LEADERSHIP

The FOSS board is responsible to set the tone and tenor of the organization. The daily responsibility for meeting the FOSS mission and goals in 2025 rested with the two division managers, Emily Burgess (Animal Operations) and Renea Brown (FOSS Services) with oversight provided by the General Manager. In addition, a sizable force of volunteers played an indispensable role in FOSS success.

Operations leadership structure:



One measure of organizational success or failure is determined by evaluating the work product of the leadership team. A review of FOSS accomplishments (below) clearly answers the question: *How'd we do this year?* FOSS had an outstanding year thanks to the hard work and dedication of managers Emily Burgess and Renea Brown. They understood their individual roles and how working together was critical to success. They were asked to do the work of full-time employees and accomplished it with part-time status.

In 2025 FOSS managers regularly proposed creative new ways to get animals into permanent homes. Also, they were motivated to make FOSS more visible and did so at every opportunity. They astutely understood that the donor base must be actively retained while adding new supporters was critical for long term success.

ACCOMPLISHMENTS IN 2025

The following list highlights many (but not all) of the accomplishments at FOSS during 2025:

- FOSS turned 5 years old on the last day of February.
- Saved 384 animals (170 cats, 209 dogs, 1 rabbit, 4 guinea pigs).
- Adopted 311 animals. The rest were sent to other rescue organizations for later adoption.
- Volunteers provided 10,893 hours of work walking dogs, socializing cats, cleaning, working at events, grooming, training, and many other tasks,
- Formalized and implemented F.A.C.E.S. of FOSS.
- 52 community animals were altered through a grant-funded voucher program.
- Dr. Michelle Aldridge became FOSS Vet of Record and King Veterinary Hospital became the primary clinic.
- Purina began donating food.
- LandDog provided additional gravel for the play yard.
- FOSS animals were featured on area TV stations WXII and WGHP.
- 2nd annual Putts for Pets Golf Tournament netted \$11,400.00.
- Annual Gala raised \$40,000.00.
- Girl Scout Troop 10045 donated twice.
- Two side yards were added to provide separation, as needed.
- Kibble for the Community Pantry was started.
- Construction began on a memorial patio. All paid by targeted donations.
- A window was added to Dog Isolation to provide natural light and to provide quiet monitoring.
- Reading Buddies Program was expanded.
- Community Events:
 - Puppy Luv Benefit Concert
 - Southeastern Middle School hosted a donation drive.
 - Mitchell's Butchery hosted a donation drive.
 - Attended *Meet Me On Main, Kingfest, Fallfest, Stokes Stomp*.
 - Attended Christmas Parade.
 - Attended career fairs at North Stokes and South Stokes High Schools.
 - Attended career fair at Camp Hanes.
 - Set up a display at the Stokes County Fair.
 - 3rd annual Back to School Bash.
 - 2nd annual Pet Contest.
- Visits:
 - 23 North Stokes Beta and National Honor Society students cleaned the FOSS facility.
 - Impact Journey School toured the Center.
 - Church of Jesus Christ of Latter-day Saints, Stokes/Surry toured.
 - Took animals to Priddy Manor twice.
 - Took animals to Backyard Bible twice.

- Hosted the Chamber of Commerce breakfast.
- Hosted Reverse Trick or Treat.
- Many individual tours of the Center.
- Notable Adoptions:
 - Meggie was adopted after 314 days.



- Mooch was adopted after 249 days.
- LeRoy was accepted into Lab Rescue of Greater Richmond and received a special flight to his new home.
- Celebrated FOSS volunteers with a pizza lunch.
- Play yard equipment was donated.
- Max and Neo began sending leashes and toys.

POLICY

Major policy adjustments were undertaken in 2025 to improve prevention and response protocols for highly contagious diseases, including panleukopenia, parvovirus, and ringworm.

The FOSS Mission was revised to be broader in scope. To exist solely to find new homes for homeless dogs and cats does not get to the underlying problems of neglect, abandonment, and overpopulation. Many more animals are euthanized than FOSS can rescue. The mission now has an added focus on spay/neuter of all rescued animals, spay/neuter program for non-FOSS animals, educational programs for children, and an array of informational materials for people of all ages. While we may never prevent all euthanizations or eliminate all cases of abuse, neglect, and overpopulation, our expanded mission is the right thing to do.

FINANCIALS²

FOSS adopts an annual budget to manage its expenditure activities during the January-to-December fiscal year, as established in bylaws. The budget process, under the direction of the General Manager, begins in the month of October and concludes in December. It incorporates input from staff, volunteers, and committee members before being presented to the full Board of Directors for discussion and adoption no later than December 31st.

² The Statement of Revenues, Expenditures, and Change in Fund Balance is presented from information available from the cash flow statement at fiscal year-end.

Asset and liability data was not available for this report but will be ready in May. 75% of net position is in capital assets, meaning these assets are used to provide services and consequently not available for future spending. FOSS does not own real property, however, owns the structure and all capital improvements located on the leased land.

FOSS budgeted for an estimated revenue intake of \$199,420.00 but needed to supplement that amount by \$14,955.00 to meet anticipated expenditures. Actual post-close-out revenues and expenditures were \$244,099.00 and \$231,251.00 respectively, resulting in a budget surplus of \$12,848.00.

Two budget amendments were adopted during the year.

FOSS has no assets subject to external restrictions except:

1. The FOSS-owned structure is located on land leased from Stokes County. If FOSS dissolves its non-profit status and does not transfer the structure for a similar non-profit purpose, it becomes a County-owned asset.
2. Occasional small donations or grants received for specific needs, e.g., medical care, spay/neuter, or capital improvements.

FOSS currently has no long-term debt.

STATEMENT OF REVENUES, EXPENDITURES, AND CHANGE IN FUND BALANCE

Revenues:

Application Fees	\$ 0.00
Adoption Fees	\$ 41,671.40
Fundraising Events	\$ 42,982.50
Event Sponsors	\$ 18,908.52
Donations	\$ 72,420.00
Grants	\$ 19,000.00
Other Revenue	\$ 3,394.63
Fund Balance Appropriation	\$ 0.00

Total Revenue **\$244,099.25**

Expenditures:

Spay/neuter	\$ 43,881.58
Veterinary Costs (meds, exams, etc)	\$ 12,734.52
Food and Animal Supplies	\$ 4,175.53
Vehicle Costs	\$ 1,202.46
General Administration	\$ 13,654.23
Committee Expenses	\$ 21,586.84
Payroll	\$107,106.14
Capital Expenses	\$ 11,664.41

Total Expenditures **\$231,251.49**

Revenues Over (Under) Expenditures \$ 12,847.76

Fund Balance, Beginning of Year n/a

Fund Balance, End of Year n/a

FOSS ENDOWMENT FUND

The FOSS Endowment Fund was established on October 3, 2022, with the Winston-Salem Foundation serving as Trustee. An initial \$25,000.00 was deposited in the account by charter board member and former VOR Dr. Debbie Cowan. The FOSS board chose not to immediately receive quarterly distributions. All distributions are held in a sub-account until the board takes different action at some later time.

The Endowment Fund as of 12/31/2025:

FUND: CO952 Friends of the Stokes Shelter

Net Assets: n/a

Available Balance: n/a

BOARD OF DIRECTORS

At the end of 2025, the FOSS Board of Directors was comprised of the following:

- Leslie Staples, Chair and Treasurer
- Mike Barsness, Vice Chair and General Manager
- Tanya Gardner, Secretary
- Cindy Holby
- Lee Winfrey
- Kate Waterman
- Fran Hollis
- Aaron Sisco
- Debbie Cowan
- Sherry Smith

Two board members, Fran Hollis and Tanya Gardner, left the FOSS board during 2025. Mike Barsness, Kate Waterman, and Aaron Sisco's terms ended 12/31/25.

THE PATH FORWARD

2026 will come with new challenges but also with the benefit of another year of experience to guide us. We are entering our 7th year of saving animals. If we agree, as a team, to continue to

build and retain our donor base, choose expenditures wisely, give our management team latitude to be creative, and protect our community relationships, then our path forward will be positive and enjoyable as we place more animals into homes, and thereby reducing the number of euthanizations.

Respectfully submitted,

Mike Barsness
General Manager

