



FORT LEAVENWORTH HUNT STRATEGIC PLAN

APRIL 2026-MARCH 2029

The Joint Master's proposed strategy and three-year business plan for the operation, sustainment, and growth of the Fort Leavenworth Hunt.

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1.0 Introduction

Fort Leavenworth Hunt (FLH) is a US Army Family and Morale, Welfare and Recreation (FMWR) program dedicated to promoting and preserving foxhunting traditions for Soldiers, veterans and retirees, their families, and civilians in and around Fort Leavenworth, Kansas. The program blends military culture and equestrian sport, offering structured events and skill-building opportunities tailored to military personnel assigned to the area and the local equestrian community. The hunt is led and managed by a slate of between two to four Joint Masters of Foxhounds (MFHs) hereinafter referred to as the Joint Masters. The Joint Masters are elected by the FLH membership for a three-year term.

This strategic plan is rooted in a clear understanding of who we are, where we come from, and the enduring principles that guide our future. *The following three-year strategic plan provides a detailed, yet concise plan to achieve the below stated objectives designed to improve and steward FLH into the future.*

1.1 Current FLH Primary Functions

- Plan, prepare, and execute foxhunting events at local fixtures for members and their guests
- Ensure sound foxhound training, health, welfare, and breeding programs
- Maintain the kennels and other hunt related infrastructure
- Host equestrian competitions and introduce potential members to the sport, both on and off Fort Leavenworth
- Facilitate a ready and resilient community with regular social opportunities for FLH members and their guests

1.2 Current Financial Model

FLH depends on annual membership dues and support from FMWR. FLH also raises minimal revenue through the sale of branded merchandise available for purchase at FLH events.

1.3 Strategic Targets

The Joint Masters acknowledge the need to increase revenue and growth within the program's offerings and membership. As part of this strategic plan, FLH will strive to meet the below stated targets by spring 2029,

- Increase the current active membership by 50% to 75 subscriptions
- Become financially self-sustaining through membership dues, revenue generating events and grant opportunities covering kennel and operational costs
- Broaden program offerings to include activities for non-riders
- Develop a vibrant youth component to mentor future leaders

- Provide opportunities for FLH members and patrons of the Fort Leavenworth stables to strengthen their horsemanship skills through no cost clinics and workshops
- Deepen our support and strengthen our ties to the Fort Leavenworth community and FMWR

2.0 Our Enduring Legacy: Mission, Vision, and Foundational Principles

FLH is defined by a legacy of tradition, military service, and community. As the only remaining military-affiliated foxhunt in the United States, we carry a unique responsibility to preserve a heritage that is deeply intertwined with the history of Fort Leavenworth and the U.S. Army. This responsibility is reflected in our mission statement below.

2.1 Mission Statement

The Fort Leavenworth Hunt provides a safe, fun, and well-conducted foxhunting experience for the military community, local civilians, and their families.

2.2 Vision Statement

To honor FLH’s military heritage, foster horsemanship, appreciation for the countryside, teamwork, and tradition while building morale, strengthening families, and stewarding the hunt for future generations.

2.2 What this looks like in practice

The Fort Leavenworth Hunt is a U.S. Army FMWR program providing positive experiences. Decisions, whether in the field, at the kennels, or at social events, will prioritize safety, good sportsmanship, and enjoyment for participants of all ages and experience levels. All members, staff, volunteers, guests, landowners, and youth riders are treated with courtesy and respect at all times. The hunt is an honorary volunteer organization. Members who step forward to serve, in any capacity, do so with the Joint Master’s full support. Young riders are welcome and encouraged. Their safety, confidence, education, and enjoyment are paramount. FLH’s ability to hunt depends on positive relationships with landowners, without them- we have no sport. FLH upholds social traditions – as part of foxhunting culture – with clear judgment and responsible behavior. The Joint Masters and staff set the tone through professionalism, generosity, and humility. Foxhunting traditions guide us to serve the hunt, not excuse poor behavior. Customs are upheld in a way that reflects modern expectations of respect, radical inclusion, and responsibility.

2.4 FLH Foundational Principles

1. Tradition: Honoring our military history and the traditions of foxhunting.

2. Sportsmanship: Fostering a disciplined environment that respects hounds, horses, and fellow riders, and practices inclusion and camaraderie.
3. Community: Contributing value to Fort Leavenworth and surrounding communities by supporting US Army Garrison - Leavenworth, local landowners, and the regional equestrian community.
4. Stewardship: Caring for and responsibly managing our hunt country, hounds, horses, and membership.

2.5 Our History: Forged in the Cavalry Tradition

Our story begins in 1926, when cavalry officers stationed at Fort Leavenworth established the hunt to maintain their essential equestrian skills and continue the traditions of foxhunting. This origin is not merely a historical footnote; it is the foundation of our identity, linking the sport of foxhunting directly to the military readiness and horsemanship of the U.S. Cavalry.

A significant element of our heritage is our connection to the legacy of the 10th Cavalry "Buffalo Soldiers." While not the founders of the hunt, these distinguished horsemen were an integral part of the equestrian life on post, embodying resilience and unparalleled skill. We proudly honor their enduring contribution to our shared equestrian tradition.

The hunt was disbanded during World War II but was successfully reconstituted in 1964 and received formal recognition by the Masters of Foxhounds Association (MFHA) in 1966. This marked a pivotal moment in FLH history and demonstrated the timeless appeal of the sport to a new generation of military families and cemented the hunt's place within the Fort Leavenworth community and surrounding areas, primarily in Northeast Kansas and Northwest Missouri.

2.6 Core Offerings

FLH offers a range of products and services designed to enhance the foxhunting experience while fostering community among military personnel, their families and civilian members. The offerings focus on traditional foxhunting activities, education, and social engagement, tailored to the unique setting of Fort Leavenworth. Each product and service is crafted to support skill development, safety, and camaraderie.

2.6.1 Foxhunting Events

Organized foxhunting meets held seasonally at local fixtures, providing participants with the opportunity to engage in traditional foxhunting activities under guided supervision.

2.6.2 Comprehensive Training and Development Programs

FLH offers structured training programs designed to enhance hunting skills and promote safety. Our "8 EZ Introduction to Foxhunting Lessons" program provides riders with foundational

knowledge in foxhunting, including riding in groups, negotiating obstacles, and understanding the sport's history, organizing principles, and etiquette. This comprehensive approach ensures that participants are well-prepared and confident in their abilities when hunting season begins.

2.6.3 Organized Social Gatherings

Gatherings may include dinners, workshops, and family-friendly activities, designed to build community and foster relationships among FLH members.

3.0 Three Year Strategic Plan (April 2026 – March 2029)

The next sections outline the proposed three-year strategic plan as put forth by the FLH JMs.

3.1 Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

The following SWOT analysis provides the Joint Masters with a “jumping off” point for the three-year strategic plan. The benefit of the SWOT analysis is that it examines all major components of FLH so that each component can be addressed and factored into future planning. The following outlines each of the four components of the analysis for FLH.

3.1.1 Strengths

- Strong connection to the military community at Fort Leavenworth and surrounding areas, fostering loyalty and consistent membership.
- Unique blending of traditional foxhunting culture with military heritage, offering a distinctive program identity.
- Access to suitable terrain for foxhunting activities through strong landowner relationships
- Dedicated leadership and members skilled in equestrian sports and foxhunting techniques.
- Established structured events and skill development opportunities that promote engagement with the military community on post and the equestrian community at large.

3.1.2 Weaknesses

- Limited geographic reach, primarily serving the Fort Leavenworth military community and Northeast Kansas and Northwest Missouri region, potentially restricting growth.
- Seasonal and weather-dependent nature of foxhunting impacts event scheduling and participation.
- Potentially limited financial resources due to niche membership base and military affiliation.
- Challenges in attracting younger or non-military participants to sustain long-term membership growth.

- Limited public awareness outside mounted foxhunting enthusiasts, military circles, and regional equestrian communities reducing broader community engagement opportunities.
- Degraded off-post hunting fixtures due to the recent loss of the primary fixture in Easton, KS.

3.1.3 Opportunities

- Offering diversified equestrian programs such as trail riding, mini-clinics, or social events to broaden appeal.
- Utilizing digital platforms and social media to increase visibility and membership recruitment.
- Hosting regional foxhunting related competitions or events to establish FLH as a premier equestrian club in the region.
- Encourage non-rider participation by hosting social opportunities and kennel and non-riding focused events.
- Strengthen FLH's linkages to Fort Leavenworth via increased on-post activities and involve Soldier and Family organizations such as Better Opportunities for Single Soldiers (BOSS) and other programs as approved by FMWR.
- Leverage ongoing (and potential future) land-owner relationships and discussions to secure an increased off-post footprint.

3.1.4 Threats

- Changes in military policies or base access restrictions that could limit FLH activities or membership.
- Increasing liability and insurance costs associated with equestrian and foxhunting activities.
- Loss of land use impacting available fixture locations.
- Competition from other recreational or equestrian organizations in the region.
- Economic downturns affecting discretionary spending and participation in leisure activities

3.2 Strategic Pillars for 2026-2029

To navigate the coming three years with purpose and clarity, the Joint Masters have established a strategy built upon three interconnected pillars. These provide the foundational framework for our goals and objectives, ensuring every initiative contributes to our long-term sustainability. These pillars balance the preservation of our distinguished past with the practical necessities of the present and an ambitious vision for a vibrant future.

Our strategy is organized around the following core commitments:

Strategic Pillar	Core Focus
I. Honoring Our Heritage	We will champion our unique history and the traditions of mounted foxhunting to ensure they are understood and celebrated by all members and partners.
II. Strengthening Our Operations	We will optimize our internal processes, from staff role clarification to member services, to build a resilient and efficient organization.
III. Securing Our Future	We will aggressively pursue strategic growth in membership, finances, and community partnerships to guarantee FLH's long-term sustainability and success.

3.2.1 Strategic Pillar I. Honoring Our Heritage

This pillar is foundational because our unique military-affiliated identity is our greatest asset. By actively preserving and sharing our history, including our cavalry origins, we reinforce our bonds with Fort Leavenworth. This focus on military tradition and discipline creates a powerful sense of belonging for our members and differentiates our hunt within the national mounted foxhunting community, providing a compelling narrative for both internal and external stakeholders.

Objectives for Pillar I. Honoring Our Heritage

Objective - Increase FLH’s presence on Fort Leavenworth,

Key Performance Indicator (KPI)- Increase FLH’s visibility by sponsoring equestrian and non-equestrian events on Fort Leavenworth. Increase FLH’s visibility by hosting multi-disciplined events to strengthen our relationship with the Fort Leavenworth Stables, those assigned to Fort Leavenworth who are interested but don’t know where to begin, and the local community.

Activities-

Host regular kennel-focused events throughout the year to increase visibility of the FLH kennel and hounds

Host the Fort Leavenworth Horse Show at the Wainwright Riding Complex Riding Complex to provide a recreational opportunity for personnel and families assigned to Fort Leavenworth and regional equestrians in a fun, no pressure show atmosphere.

Conduct the “8 EZ Introduction to Foxhunting Lessons” program to introduce potential members on post and in the surrounding areas to the sport.

Lead trail familiarization, fitness, and confidence rides on post.

Conduct a series of skill building clinics and workshops utilizing the Wainwright Riding Complex and cross-country area.

3.2.2 Strategic Pillar II. Strengthening Our Operations

A well-run organization is the engine of a positive member experience and a testament to our credibility. By professionalizing our management of FLH activities and operations, including role clarification and expectations, we ensure the safety and quality of our hunts. This commitment builds confidence among our members and demonstrates our capacity for responsible stewardship to our partners, solidifying our reputation as a well-managed and reliable FMWR organization.

Objectives for Strategic Pillar II.

Objective 1 – Define staff roles to clearly state authority, responsibilities and expectations to hold these roles accountable to our partners and membership

KPI - FLH will operate as a more cohesive unit because staff will be aware of roles and expectations. When conflicts arise, there will be guidelines to hold staff accountable and problem solving can be conducted within the guidelines of the roles and responsibilities of each staff role.

Activity - Work with staff to create working FLH staff handbook that appropriately outlines the roles, authority, responsibility and expectations of the following positions,

- Joint Masters of Foxhounds
 - FLH FMWR Activities Director
- Huntsman
- Kennel Huntsman (aka First Whipper In)
- Kennelman
- Whippers In
- Field Masters
- Honorary Secretary and Field Secretaries
- Youth Component Lead, optional
- Advisory Board of Former FLH MFHs
- Director of Communication and Social Media
- FLH Historian (potential addition)

Objective 2 – Implement Staff Training Sessions

KPI - Staff members will understand each role that makes FLH run smoothly and seamlessly. They will be cross trained to allow for opportunities for growth within FLH. We will mentor Youth and present them opportunities to act in each role for a specific hunt or event to foster interest in taking on leadership roles in the future.

Activity - Conduct staff training days prior to opening hunt 2026. Training will be open to new and returning members of the hunt staff and will be focused on the roles of Huntsman, Kennel Huntsman and Whippers In. Youth will be encouraged to attend and will be paired with an adult member as a mentor throughout the hunt season.

Objective 3 – Institute a volunteer FLH Advisory Board consisting of past FLH Masters, that is separate from the Joint Masters and Leavenworth Foxhunters Association (LFA)

KPIs- Past FLH Masters will share historical knowledge with current slate to help bring back vital traditions and aspects of FLH that set us apart from other hunts in the United States

Past FLH Masters will continue to be involved with FLH and feel valued for their past and present contributions towards the longevity of FLH.

Activity - Invite former FLH MFHs to serve on an FLH advisory board to meet with the current slate on a quarterly basis or as needed to review the status of the hunt and associated activities, as well as review progress towards meeting the objectives outlined in this plan.

Objective 4 – Achieve 95% Member Satisfaction

Activities - Enhance communication with FLH membership by holding quarterly member update meetings. Meeting minutes will be recorded and sent out to members. These meetings are also meant to increase transparency and promote communication between the FLH leadership and members.

Provide current membership an opportunity to voice their concerns and ideas by conducting a membership survey

KPIs -Communications will be prompt and responsive to member inquires, with a Joint Master responding to member concerns within 24 hours of receipt of written or oral communication.

Meeting minutes will be distributed via email to all members within five business days of the meeting. Summary of Joint Master meetings will be available for membership, except for closed sessions where confidential information is discussed. Each meeting will have appropriate handouts for membership to reduce confusion.

A survey will be sent to current membership to assess satisfaction with FLH. Reoccurring themes will be evaluated and added as activities or key indicators within one of the three pillars of this plan. A summary of the survey will be presented to the membership and FMWR leadership.

3.2.3 Strategic Pillar III. Securing Our Future

To thrive, we must be forward-looking. This pillar addresses the existential need for growth by outlining clear strategies for increasing membership and developing diverse revenue streams. A proactive approach to growth ensures a steady influx of new members, the development of both new and existing hunt country, and financial resilience against uncertainty. This focus guarantees that the tradition of foxhunting at Fort Leavenworth will continue for generations to come

Objective 1 – Establish at least one new private land use agreement for an additional hunt fixture or extension of an existing fixture for hunting

KPI- Establish at least one new formal, multi-year agreement with a private landowner, expand our available territory and begin fixture development in collaboration with landowner input.

Activities-

Develop an in-depth landowner packet that goes beyond the existing trifold handout to fully cultivate relationships with new and existing landowners.

Foster new relationships with Kansas Land Conservatory Organizations, Kansas Cattleman’s Association, and other agricultural and equine focused organizations by attending at least one association meeting per year and engaging with association leadership to explore mutual benefits of partnerships. These relationships will focus on introducing the benefits of FLH land use such as trail maintenance and clearing, and community engagement.

Objective 2 - Conduct Revenue Generating Event

KPI - Increase revenues from participation in FLH’s major revenue generating events such as the annual horse show on post, the hunter pace and hunter trials etc.

Activities -

Conduct a minimum of one major revenue generating event for FLH and community members to participate in to benefit the FLH kennels and hounds.

Increase revenue from non-member capping fees over a 2025 baseline, achieved through targeted outreach and organization of joint meets.

Collectively, these pillars form a cohesive and ambitious roadmap. They ensure that, moving forward, our efforts are focused, our progress is measurable, and our commitment to tradition, operational excellence, and sustainable growth remains unwavering.

4.0 Implementation and Measuring Success

Translating our strategic vision into tangible results requires a deliberate, phased approach to implementation and a rigorous system for measuring success. This section details the practical roadmap for executing our objectives, the tools we will use to monitor progress, and the adaptive governance framework designed to keep the plan on course. Our commitment is not just to planning, but to achieving and communicating measurable outcomes that honor our heritage and secure our future.

This plan outlines the comprehensive framework to effectively manage FLH over the next three years. This plan is designed to ensure smooth day-to-day functioning of the hunt, foster member engagement, maintain high standards of safety and tradition in all events, and encourage measurable growth. By detailing the organizational structure, event planning, and staffing, FLH aims to build a sustainable operational foundation that supports its mission of blending military culture with equestrian sport in the historic Fort Leavenworth setting.

4.1 Phased Implementation Roadmap (2026-2029)

This plan will be executed in three distinct, sequential phases, allowing us to build momentum and allocate our resources effectively. Each phase has a clear thematic focus, ensuring foundational work is completed before we pursue external growth and legacy projects.

Year One, Foundational Systems (April 2026 – March 2027)

The initial year will be dedicated to strengthening our internal core. Activities include the creation of the FLH staff handbook and a comprehensive kennel standing operating procedure that outlines roles and responsibilities of staff roles and functions and key operational protocols. The creation of an FLH advisory board and the development of a comprehensive landowner's packet. These are immediate needs to ensure the successful implementation of additional objectives within the three-pillar set forth in the plan.

Year Two, Phase 2: Heritage and Fixture Development (April 2026 – March 2028)

With our internal systems enhanced and codified, we will shift focus to external-facing objectives. Key actions in this phase are securing a new private land-use agreement to expand our fixtures.

Year Three, Growth and Legacy (April 2028 – March 2029)

The final phase concentrates on long-term sustainability and celebrating our history. We will focus on continuing to offer annual events, each time implementing changes based on participation feedback, growing new membership, and increasing external visibility regionally and nationally.

This structured timeline—moving from internal foundations (Year 1) to external engagement and growth (Year 2) before culminating in growth initiatives (Year 3)—provides a logical and achievable path forward.

(Note: Actions to realize Phase Two and Three objectives will be also undertaken in Phase One where opportunities for success are presented.)

Tracking and Reporting Progress

Transparency and data-driven oversight are critical to maintaining accountability with our members, the Fort Leavenworth FMWR leadership, and external partners. We will employ a clear and consistent reporting structure.

Implementation Tracking: the Joint Masters will track all activities from the planning to execution phases. Progress will be documented and records for all phases to be used as a blueprint for future activities. Programmatic implementation will be updated quarterly; we will provide a real-time view of our progress against each objective.

Stakeholder Communication:

- **Members:** A comprehensive update will be presented at the annual meeting, with summaries published in the monthly newsletter.
- We will implement quarterly meetings (one of which will be the extant “annual meeting”).
- **Fort Leavenworth:** The Joint Masters will deliver a formal annual briefing to the Director of FMWR, and others as directed by FMWR, highlighting metrics that demonstrate our value as a partner organization.
- **Public and Partners:** A "Strategic Plan Progress" page on the FLH website will feature KPI progress, updated quarterly, making our performance transparent to all interested parties.

5. Growth, Sustainability, and Community Engagement

Building upon our three strategic pillars, this section outlines additional considerations that will guide our actions from 2026 to 2029. Each section is a concrete step toward realizing our vision, designed to honor our heritage, strengthen our operational core, and secure a vibrant future for the FLH.

5.1 Building upon what works

Members of FLH regularly participate in Post Activities, Information and Registration (PAIR) Day to introduce families new to Fort Leavenworth post to the hunt. We will use this opportunity to promote our “8 EZ Introduction to Foxhunting Lessons” program to introduce foxhunting. In addition, many FLH members have offered their own horses to military families to participate in the FLH activities.

In 2025, FLH brought back the Fort Leavenworth Hunt Fall horse show. This one-day horse show returned a time-honored tradition of having a horse show on post. The show brought together patrons of the Fort Leavenworth stables, members of the regional equestrian community and riders from other Kansas foxhunts to compete in a fun low stress environment to showcase their horsemanship skills.

In support of this show, FLH members have volunteered many hours, materials, and equipment to restore and improve the Fort Leavenworth cross-country course. The new and improved jumping course was debuted, formally, as part of the horse show and proved to be an asset to the hunt during training and educational events. The course provides a variety of solid fences like those encountered in hunting fixtures. This course offers an opportunity for riders to “school” their

horses in a beautiful and safe setting with various heights of obstacles throughout the course. The Fort Leavenworth cross-country course offers one of only a few locations where equestrian enthusiasts can utilize to grow their skills and confidence over obstacles.

These sorts of events are a visible testament to the FLH's commitment to be a valued entity on the post, offering a unique recreational outlet that promotes skills and values—such as partnership, confidence, resilience, teamwork and leadership—that resonate deeply within the military community, while extending our beautiful facilities to the local communities surrounding Fort Leavenworth.

5.2 Commitment to Success

Team development and culture are foundational to FLH's success and community spirit. We are committed to cultivating a collaborative environment that honors the traditions of foxhunting while embracing the unique military culture of Fort Leavenworth. Our approach encourages continuous learning, mutual respect, and a shared passion for equestrian sports. Through structured training, inclusive events, and open communication, FLH fosters a culture where members and staff alike feel connected, empowered, and motivated to contribute their best. This supportive atmosphere not only enhances individual growth but also strengthens our collective identity, ensuring that every participant experiences the camaraderie and challenge that defines the foxhunting tradition in this historic setting.

The Joint Masters collectively endorse this plan and pledge to guide its execution with diligence, transparency, and a steadfast focus on our mission. This document is not merely a roadmap but a covenant between the leadership and the members, partners, and supporters.

5.3 Framework for Accountability and Oversight

To ensure this plan translates into action, a clear governance structure has been established to drive progress and maintain accountability.

FLH Masters of Foxhounds - The Joint Masters hold primary responsibility for achieving objectives related to FLH management, fixture stewardship, and upholding the traditions of the sport as recognized by the MFHA.

FLH Advisory Board - the Board, comprised of former FLH MFHs, will meet quarterly to review the plan's progress, ensure strategic alignment and provide high-level input to guide successful implementation.

FLH Staff and Membership - the staff and membership will support the current Joint Masters in the implementation of this plan by providing constructive criticism, committing to be part of the solution rather than propagating the problems of the past.

5.4 Commitment to Transparency

Our leadership is committed to maintaining open and continuous communication regarding the implementation of this plan. Accountability to our members is paramount.

- **Regular Updates:** Progress on strategic goals will be a standing agenda item at all quarterly membership meetings. These are open to member questions and feedback.
- **Public Reporting:** A summary of achievements and challenges will be published in the newsletter and on a dedicated "Strategic Plan Progress" section of the FLH website, updated quarterly.
- **Annual Review:** The closing Annual General Meeting will feature a comprehensive presentation on the plan's status, followed by an open forum for member questions and feedback.

5.5 Formal Endorsement

To underscore our collective resolve, the FLH leadership will demonstrate its commitment through several formal actions:

- A formal presentation of this plan to the FMWR leadership, reinforcing our partnership
- Publication of the approved plan on the FLH website and its official adoption announced at the next quarterly meeting following the election of new Joint Masters
- The inclusion of a signed commitment statement from the Joint Masters and key staff members (the Huntsman, Kennel Staff and Honorable Secretary) on the final published version of this document.

This distributed leadership model ensures that every objective is essential by in from all levels. To maintain unity and adapt to changing circumstances, the leadership team will reserve time for strategy updates at all membership meetings to review overall progress and vote on any necessary adjustments to the plan.

6.0 Funding Plan

FLH recognizes that securing a robust and sustainable funding plan is critical to achieving its strategic objectives outlined in the three-year plan. As a niche equestrian club serving primarily military personnel and their families, FLH must develop diversified funding sources that balance membership contributions, sponsorships, grants, and revenue generating activities to ensure long-term financial stability. The funding plan will support key initiatives such as event organization, training programs, and community outreach put forth in this plan. Below is a detailed breakdown of the funding strategy over the next three years.

6.1 Sources of Revenue

6.1.1 Membership Fees

Membership fees will be the primary source of steady income for FLH. FLH will continue to implement a tiered membership structure to accommodate different levels of participation and financial commitment. Options include individual, family, and social memberships, with discounted rates for active military personnel and veterans to encourage engagement within the Fort Leavenworth community. Annual membership fees and their respective benefits will be reviewed periodically and adjusted to reflect program expansions or inflation

while remaining affordable. These discussions will be held in close concert with the FMWR leadership.

6.1.2 Event Entry and Participation Fees

FLH hosts special events throughout each year, including the revitalized annual FLH horse show, the Fall Hunter Trials and Spring Hunter Pace. These events traditionally have brought in approximately \$XXXX, which has directly contributed to Z, Y and Z. In addition, the annual FLH Hunt Ball has incorporated revenue generating opportunities within the event structure. This revenue has traditionally been around \$XXXX.

6.1.3 Grants and Public Funding

FLH will explore its eligibility to receive grants from governmental and non-governmental organizations that support recreational, cultural, and historical activities. These may include grants focused on community development, youth engagement, military family welfare, and sportsmanship. Dedicated grant-writing efforts will be undertaken annually to secure such funding, supplementing other revenue streams without compromising our mission.

6.1.4 Merchandising and Branded Products

FLH has a variety of items available for purchase by members and non-members. These items have traditionally been provided by the Leavenworth Foxhunters Association (LFA), but with FLH's increase visibility on the Fort Leavenworth Army Installation, these items have been available for purchase at various events throughout the year. Revenue from sales has been \$XXX for the 2025-2026 hunt season.

6.2 Financial Management and Transparency

To maintain trust and accountability, FLH, in concert with FMWR, will implement rigorous financial management practices including detailed budgeting, quarterly financial reporting, and annual audits. Transparent communication regarding the use of funds will be a priority, with regular updates provided to members and stakeholders. This transparency will aid in fostering ongoing support and confidence among the FLH community.

By leveraging a multifaceted funding plan that includes membership dues, event revenues, sponsorships, grants, and revenue generating events, FLH aims to build a financially resilient organization capable of sustaining traditional foxhunting activities and community engagement for years to come.

7. Adaptability and Risk Management

A strategic plan must be a living document, capable of adapting to unforeseen challenges and opportunities. Our governance structure includes a proactive process for managing risk and making necessary adjustments.

Risk Identification: The Joint Masters will maintain a formal risk register, which will be reviewed quarterly to identify potential obstacles. Significant risks will be immediately elevated to the FMWR leadership for discussion and guidelines for action.

Adaptive Governance: The leadership has a defined process for modifying the plan:

The FLH Advisory Board is empowered to suggest adjustments to tactics or timelines.

Any major change to a core objective—such as its removal or fundamental alteration—will require input from FLH, ensuring member buy-in.

If an objective is deemed at risk, alternative actions or a recommendation to defer the goal will be discussed by the MFHs and alternative actions will be recommended and present to the advisory board and membership for buy in.

Annual Strategy Review: The Joint Masters will convene an annual and quarterly meetings to formally review the risk register, assess overall progress, and vote on any necessary amendments to the plan for the upcoming year, ensuring our strategy remains relevant and effective.

7.1 Risk Management

FLH faces a multifaceted risk landscape that must be carefully managed to ensure operational stability and the safety of its members. Given the nature of the sport, the hunt is exposed to both inherent physical risks associated with equestrian activities and broader organizational risks related to regulatory, environmental, and economic factors. The following sections outline some of these risk considerations.

7.1.1 Operational Risks

The primary operational risks stem from the physical demands and inherent dangers of foxhunting. These include the risk of injury to riders and horses, which can result from falls, collisions, or adverse weather conditions during events. FLH must ensure rigorous safety protocols, including proper use of protective gear and review of incident response among the Joint Masters, staff and field masters. A review of response guidelines will be reviewed at staff training sessions as part of the regular topic areas.

7.1.2 Environmental Risks

Foxhunting activities are closely tied to the local natural environment, making FLH vulnerable to environmental risks such as adverse weather events, changes in land use, and ecological restrictions. Severe weather (storms, flooding, extreme temperatures) can disrupt scheduled hunts and pose safety hazards. Changes in land availability can limit accessible hunting terrain. FLH will maintain strong relationships with landowners and local authorities, continually monitor environmental conditions, and develop a communication plan when communication to membership is warranted. In addition, strategies for developing additional landowner relationships will be implemented as part of this plan.

7.1.3 Financial Risks

Financial sustainability is another key area of risk. FLH relies on membership dues, event fees, and sponsorships for revenue, including funding from FMWR. Economic downturns, shifts in military personnel's demographics, or waning interest in foxhunting could reduce revenue streams. Unexpected costs related to horse care, facility maintenance, or insurance premiums

can strain budgets. FLH should maintain diverse revenue sources and engage in regular financial planning to mitigate these risks.

7.1.4 Reputation and Community Risks

Maintaining a positive reputation within both the military community and the broader public is essential for FLH’s success. Potential risks include negative perceptions about foxhunting practices, animal welfare concerns, or exclusionary membership policies. Any incident or controversy could jeopardize community support and membership growth. FLH should prioritize transparent communication, promote ethical hunting practices, and foster inclusive, family-friendly activities to build and maintain trust.

8.0 Foxhunting Safety and Etiquette Education

FLH extends beyond administrative support to include educating members on safety protocols and traditional foxhunting etiquette. We will conduct training sessions and provide materials that promote safe practices in the field, ensuring a respectful and enjoyable environment for all participants. In organizing and designing these events, we closely follow the guidelines set by the MFHA and where juniors are involved, those of the United States Pony Club (USPC) and where appropriate, the 4H.

9.0 Community Building and Inclusion

FLH fosters a sense of camaraderie and belonging by organizing social events, group fun rides, and family-friendly activities. Our customer service philosophy emphasizes inclusivity, recognizing the varied backgrounds of our members and striving to create a supportive network where everyone feels valued and engaged.

10.0 Communication and Outreach

10.1 Social Media Presence

Platform	Description	Importance
Official Website	The primary online presence for FLH provides information about the hunt, event schedules, membership details, and contact information. Acts as a central hub for all digital activities and brand representation.	Essential for establishing credibility, providing up-to-date information, and enabling online sign-ups and inquiries.
Facebook	A social media platform to engage with FLH members, share event photos, updates, and community stories. Supports event creation and member interaction.	Highly important for community building and real-time engagement with the military families and equestrian enthusiasts.

10.2 Social Media Marketing Ideas

Each idea is designed to create meaningful engagement, enhance visibility, and drive active participation, ensuring that FLH's social media presence becomes a dynamic extension of its on-the-ground community.

1. Weekly "Trail Tales" Video Series: Feature short interviews with members sharing memorable foxhunting experiences or tips.
3. Member Spotlight Posts: Highlight individual members, their horses, and their contributions to the hunt.
4. Historical Posts: Share archival photos and stories linking FLH's activities to the rich military and equestrian history of Fort Leavenworth.
6. Photo Contests: Encourage members to submit their best hunting or riding photos for monthly themed contests with small prizes.
7. Safety Tip Infographics: Visually share crucial safety practices before each hunting season.
8. Behind-the-Scenes Preparations: Show the logistics of preparing horses and gear for a hunt.
9. Q&A Sessions with Experts: Host live chats with experienced hunters and veterinarians to answer community questions.
10. Training Challenge Series: Post weekly skill challenges for members to try and share their progress online.
11. Military Family Features: Post stories emphasizing how foxhunting supports family bonding and wellness among military households.
12. Partnership Highlights: Showcase collaborations with local businesses, military organizations, and equestrian suppliers.
13. Event Countdown Stories: Build anticipation with daily countdown posts leading up to major hunts or social gatherings.

11.0 Regulatory Compliance

Regulatory compliance is a critical aspect of FLH operations, ensuring that all activities are conducted within the legal frameworks established at the federal, state, and local levels. Because FLH involves equestrian activities that intersect with wildlife management, public land use, and safety regulations, meticulous adherence to these regulations is essential to maintain FLH's good standing, protect its members, and preserve the environment and historical significance of Fort Leavenworth.

11.1 State and Local Laws

At the state level, FLH follows Kansas Department of Wildlife and Parks regulations concerning hunting seasons, licenses, and permissible hunting methods. Although foxhunting with hounds is

a traditional sport, FLH ensures all foxhunting activities comply with state hunting laws, including restrictions on hunting certain species and the use of dogs in hunting. Local ordinances in Leavenworth County, including noise regulations and public safety codes, must also be respected to maintain community relations.

11.2 Animal Welfare and Safety Standards

The welfare of horses and hounds is paramount. FLH adheres to the Animal Welfare Act and relevant state animal protection laws to ensure humane treatment of animals involved in foxhunting activities. We also base our hound care program on MFHA guidelines for kennel management. Regular veterinary checks, proper training, and safe handling practices are institutionalized. Furthermore, FLH implements safety protocols for riders and participants, including mandatory use of protective gear, rider competency assessments, and emergency response plans for accidents or injuries.

12.0 Conclusion

Adapting this strategic plan marks the beginning of an exciting journey. To ensure a smooth transition from planning to execution, a detailed checklist is essential. The following list considers immediate operational tasks, and ongoing evaluation measures to keep FLH aligned with its mission and growth objectives put forth in this plan.

Check List of Tasks and Benchmark Evaluation

Immediate Operational Tasks

- Set up and test all communication channels
- Verify membership contact information
- Schedule first membership meeting with new Joint Masters
- Distribute membership materials and FLH rules
- Confirm roles and responsibilities with Staff to develop handbook

Ongoing Evaluation and Improvement

- Schedule regular team meetings to review progress and address issues
- Monitor event attendance and member feedback
- Adjust training programs based on participant feedback
- Plan additional events and activities to sustain engagement

Membership Growth

- Develop targeted outreach programs to increase membership within the military community and local civilians interested in equestrian activities.
- Evaluation current tiered membership packages offering varied access to core offerings

Event Programming

- Establish a regular calendar of foxhunting events, including beginner to advanced level hunts.
- Host educational workshops on traditional foxhunting ethics and safety.

Communication and Branding

- Evaluate current quarterly newsletter and consider adding member spotlights, upcoming events, and educational articles.
- Strengthen the FLH's brand identity through consistent messaging emphasizing military heritage and equestrian culture.

Horsemanship Skill Building

- Introduce structured training courses for riders at all levels, focusing on horsemanship and foxhunting techniques.
- Partner with local equestrian experts to deliver specialized sessions.

Youth Engagement

- Reinvigorate the junior foxhunting program targeting children and teens.
- Implement mentorship opportunities pairing experienced riders with younger members.

Partnerships and Sponsorships

- Seek partnerships with other agriculture and conservation organizations to build relationships and look for future development opportunities.
- Collaborate with regional equestrian associations for joint events and knowledge exchange.
- Host a landowner's picnic and appreciation event.

Community Outreach

- Organize public kennel "open houses" to raise awareness and foster community support.

Fixture Management

- Implement a trail maintenance schedule in collaboration with landowners.

Event Diversification

- Introduce complementary equestrian events such as trail rides, and social gatherings.
- Explore seasonal events to maintain year-round member engagement.

Infrastructure Investment

- Explore funding opportunities including grants and military support programs.

Leadership Development

- Establish mentoring opportunities for youth members for governance and operational roles within FLH.
- Promote volunteerism and committee participation to foster a strong organizational culture.

Legacy and Recognition

- Initiate an annual awards program recognizing contributions and outstanding achievements within FLH.
- Document and archive FLH's history and milestones for future generations.