



SAFE | Save a  
Forgotten  
Equine

2013 Annual Report  
2014 Budget Report





### *Our Mission*

To rescue, rehabilitate, and retrain horses facing neglect or abuse, and provide them with the best opportunity for a permanent home and a lifetime of safety.

### *Our Vision*

A world in which all horse owners take responsibility for their animals:  
responsibility for their care,  
responsibility for their safety,  
and responsibility for their passing.

### *Our Values*

Transparency • Integrity • Honesty • Professionalism • Compassion

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## Message from the Executive Director



### **Portland**

*16 year old Thoroughbred gelding,  
seized by Animal Control due to neglect*

After 8 years with SAFE, I have a lot of horse stories to tell. Most of them have happy endings, others can still make me cry. But as we put the finishing touches on the document you're about to read, the story that I'm contemplating is one about people...remarkable people, working together to make a difference in the lives of horses. We like to say that it takes a herd to save a horse, and it's absolutely true: none of us could do this alone. Looking back over 2013, there is so much to be proud of, so many accomplishments and successes to revel in and remember. But to me, 2013 will be the year that we threw the barn doors open wide and invited our friends and neighbors inside to become part of this rescue, to share remarkable experiences, and to grow SAFE into a stronger and healthier organization than ever before.

Horse rescue is exhausting, sometimes painful work, but the rewards that come from doing it are so worth the struggle. Because SAFE is devoted to the rehabilitation and retraining of the horses it rescues, we get to witness the amazing physical transformation that takes place as a starved and frightened creature turns into a shining, healthy horse, unrecognizable from its former self. We watch their personalities emerge and bloom as they start to relax and feel safe in their new environment. We beam with pride as they reveal their strengths and talents, and we celebrate as they head off to new lives with their adopters. This is all pretty soul-enriching stuff, and we love to be able to share these experiences with our volunteers, our donors, and our supporters.

2013 saw the addition of new staff, board members, and volunteers to our team, and I can say without reservation that this organization is stronger and healthier than it has ever been. The leadership of SAFE is dedicated to continuing this trend into 2014. If you're new to the work that we are doing, I welcome you to step through that open door and see for yourself the difference we can make when we work together. Horses have the power to make better people, so after all the hard work is done, we're the ones who benefit the most from the help we provide. The horses don't mind one bit...they're just glad to know they are safe.

Bonnie Hammond  
Co-Founder and Executive Director



## Message from the President

At every SAFE Volunteer Orientation, I discuss the concept of “Responsible Rescue” and what it means to SAFE: committing to the horses we intake for life. This means making responsible intake decisions, rehabilitating horses from neglect and abuse, providing skilled training, adopting them to appropriate homes, and following up over the course of their lives. This also means never taking on more horses than our financial resources and infrastructure can support. This is the model SAFE adheres to and one of the things that sets us apart.

There is another very important component to responsible rescue: sustainability. We are working hard to put in place the vision, plans and procedures that will help ensure the long-term health of the organization. Improving the sustainability of SAFE has been a personal goal of mine since I began volunteering. In 2013, we made significant progress. Procedures were documented, cross-training of vital functions occurred, and the Board of Directors was expanded. For the first time in the history of the organization, the Board of Directors and Executive Director had a strategic planning session to focus our mission, to acknowledge the challenges we face, and to plot a course for long-term sustainability. I am exceedingly proud of the great strides that were made in the past year.

Looking ahead to 2014, we created a budget that reflects our commitment to sustainability. Hiring our second full time employee, this time an Operations Manager, was a big investment in the future of our organization. Ensuring that our horses receive consistent care and training by a dedicated staff person strengthens our program services and ensures that volunteer resources are not overextended.

Through the many changes of the past two years, our supporters have remained committed to SAFE's mission. It is important to me that SAFE donors are able to contribute with confidence, knowing that the Board of Directors is focused on growing SAFE at a responsible rate while working to ensure sustainability for years to come. I look forward to the improvements that lay ahead in 2014, and I hope that you will join us in the journey.

Debi Shatos  
President, SAFE Board of Directors

### **Chance**

*14 year old Thoroughbred gelding,  
rescued from slaughter*





## Program Highlights

SAFE's primary mission is to rehabilitate and retrain horses experiencing or at risk of neglect or abuse and provide them the best opportunity to find a permanent home and lifetime of safety. SAFE manages a maximum of 28 horses at any one point in time. Typically there are twelve in the training program at Safe Harbor Stables, fourteen are with foster caretakers, one is with an off-site trainer, and one is hospitalized for rehabilitation.

2013 was the first full year that SAFE has had its own training facility and in-house trainer. The resulting progress has been substantial. As soon as new horses are physically capable, they are professionally assessed and provided with a training program. This has helped us match horses appropriately with the correct trainer or volunteer rider so that the horses make progress in a safe and consistent manner. Our goal in 2014 is to continue to expand the training and volunteer rider programs so that the benefits of Safe Harbor Stables are maximized.

We are pleased to announce that Terry Phelps, our barn manager, has expanded her role in 2014 to Operations Manager. In addition to her fantastic skills as a barn manager, she will be overseeing the training program and managing the volunteer rider program. Terry brings an incredible, positive energy to our volunteer program as well as a deep love for the SAFE horses. We are sad to say goodbye to our dressage trainer, Brittney Stewart, whose training business has successfully grown to full time. We thank her for all of her substantial efforts and look forward to seeing her as a volunteer!

SAFE will continue to lease the Woodinville property where Safe Harbor Stables currently resides at least through June 2016. The current two-year lease ends June 2014 and the property owner has agreed to re-sign a new two-year lease with SAFE with a small increase in rent. This will allow SAFE to continue to enjoy the stability of having a long-term lease while utilizing investments in short-term property improvements. SAFE will continue to be a good neighbor in the Woodinville community by maintaining an orderly, professionally-managed property.

### **Kat**

*17 year old Quarter Horse mare, whose owner could no longer care for her*



The foster program continues to be an integral part of our success. SAFE provides foster caretakers a monthly stipend to cover feed expenses and pays for veterinary and farrier care. This program allows horses that require additional rehabilitation a place to heal before they are entered into the training program as well as provides critical pasture space for young and elderly horses. SAFE is also extremely lucky to have local trainers who have foster horses as training projects!

In addition to the training program, SAFE is continually working to provide sufficient resources for high-quality veterinary and farrier care. The soundness of our horses can be a limiting factor in finding permanent homes. Diagnostic lameness exams and treatment can be prohibitively expensive and creates challenges about whether to attempt to diagnose and treat an underlying issue or whether to categorize a horse as a companion animal. Our 2014 goal is to be able to diagnose and treat a greater number of manageable lameness issues. Special thanks go to the veterinarians who have generously offered SAFE discounted services and provided our horses with excellent care!

Thanks to the incredible help and support from this community, we are extremely excited to continue SAFE's mission in 2014!

Kyle Putnam, Trustee, SAFE Board of Directors



## Program Milestones

SAFE took in the following horses during 2013:

- Bucky B Lucky (owner surrender)
- Sapphire (Regional Animal Services of King County)
- Dottie (owner surrender)
- Atticus (City of Snohomish Police Dept)
- Scout (City of Snohomish Police Dept)
- Kai (trade between SAFE and Pony Up Rescue)
- Ginger (owner surrender)
- Nora (Buckley WA Sheriff)
- Portland (Snohomish Co Animal Control)
- Sasha (returned to SAFE)
- Phoenix (sold by adopter, surrendered to SAFE by new owner)
- Savannah (sold by adopter, surrendered to SAFE by new owner)
- Oscar (returned to SAFE)



### ***Miah***

*16 year old Arab cross mare, surrendered to SAFE after her owner was diagnosed with cancer*

The following horses were adopted out during 2013:

- Louie
- Tilly
- Kai
- River
- April
- Shiloh
- JR
- Charmeon
- Brandii Bask
- Opal
- Zan
- Maggie
- Moonshine
- Miah
- Chance

The following horses died or were euthanized in 2013:

- Logan (pain and discomfort due to neglect)
- Scout (severe pain and suffering due to neglect)
- Buckwheat (colic)



# 2013 Budget vs Actual Comparison

<b>Expenses</b>	<i>2013 Budget</i>	<i>2013 Actual</i>	<i>2013 Over/Under</i>	<i>2014 Budget</i>
<b>Program Services Expenses</b>				
General SAFE Horse Expenses				
Hay and Grain	\$20,000	\$18,784	(\$1,216)	\$22,000
Farrier	\$5,670	\$7,876	\$2,206	\$12,000
Blanket Cleaning and Repair	\$1,500	\$1,405	(\$95)	\$1,500
Supplies	\$500	\$1,056	\$556	\$750
Shipping and Hauling	\$2,000	\$1,301	(\$699)	\$2,000
Horse Sales Advertising	\$800	\$260	(\$540)	\$400
<b>Total General SAFE Horse Expenses</b>	<b>\$30,470</b>	<b>\$30,682</b>	<b>\$212</b>	<b>\$38,650</b>
Veterinary Care				
Routine Care	\$10,250	\$10,595	\$345	\$16,635
Non-Emergency/Regular Care	\$8,800	\$9,721	\$921	\$10,000
Emergency Care	\$2,500	\$2,823	\$323	\$2,500
Extraordinary Care	\$3,600	\$1,052	(\$2,548)	\$0
Discount on Veterinary Services	\$(5,000)	(\$7,928)	(\$2,928)	(\$8,740)
Rehabilitation Board	\$6,000	\$4,253	(\$1,748)	\$6,000
Euthanization/Removal	\$1,600	\$1,005	(\$595)	\$1,600
Supplements	\$1,080	\$1,274	\$194	\$1,500
Veterinary Supplies	-	-	-	\$750
Fecal Analysis and Deworming	-	-	-	\$2,580
<b>Total Veterinary Care</b>	<b>\$28,830</b>	<b>\$22,794</b>	<b>(\$6,036)</b>	<b>\$32,825</b>
Training				
Discretionary Training Funds				\$10,000
Offsite Training	\$7,800	\$5,549	(\$2,251)	\$4,200
Offsite Training Board	\$6,000	\$6,200	\$200	\$6,000
Tack and Supplies	\$500	\$0	(\$500)	\$500
Schooling Show Fees	-	-	-	\$500
<b>Total Training</b>	<b>\$14,300</b>	<b>\$11,749</b>	<b>(\$2,551)</b>	<b>\$21,200</b>
<b>Foster Program</b>	<b>\$16,800</b>	<b>\$15,535</b>	<b>(\$1,265)</b>	<b>\$18,000</b>



# 2013 Budget vs Actual Comparison (Continued)

	<i>2013 Budget</i>	<i>2013 Actual</i>	<i>2013 Over/Under</i>	<i>2014 Budget</i>
Facility Expenses				
Lease	\$27,000	\$26,600	(\$400)	\$28,500
Rescue Improvements	\$2,350	\$4,271	\$1,921	\$3,500
Annual Fall Work Party	\$1,000	\$1,308	\$308	\$1,000
Farm Expenses	\$3,000	\$1,126	(\$1,874)	\$750
Utilities	\$900	\$1,639	\$739	\$1,700
Manure Management	\$3,725	\$3,025	(\$700)	\$3,575
Rescue Assets	-	\$2,386	\$2,386	-
Volunteer Management Expenses	\$600	\$522	(\$48)	\$792
<b>Total Facility Expenses</b>	<b>\$38,575</b>	<b>\$40,907</b>	<b>\$2,332</b>	<b>\$39,817</b>
Community Outreach Program				
Vet Outreach	\$1,000	\$510	(\$490)	\$750
Serenity Fund	\$1,200	\$0	(\$1,200)	\$1,000
<b>Total Community Outreach Program</b>	<b>\$2,200</b>	<b>\$510</b>	<b>(\$1,690)</b>	<b>\$1,750</b>
<b>Total Program Services</b>	<b>\$131,175</b>	<b>\$122,178</b>	<b>(\$8,998)</b>	<b>\$152,242</b>
<b>Management and Payroll Expenses</b>				
Management Expenses				
Credit Card/Paypal Fees	\$1,972	\$5,001	\$3,029	\$3,690
Insurance	\$3,000	\$2,035	(\$965)	\$2,600
Staff Travel, Mileage, Parking	\$2,000	\$3,368	\$1,368	\$2,400
Postage and Delivery	\$1,200	\$1,012	(\$188)	\$1,200
Staff Education	\$1,000	\$1,086	\$86	\$1,000
Office Supplies and Software	\$750	\$722	(\$28)	\$750
Phone and Internet	\$720	\$880	\$160	\$720
Other Management Expenses	\$1,542	\$585	(\$957)	\$1,402
<b>Total Management Expenses</b>	<b>\$12,284</b>	<b>\$14,789</b>	<b>\$2,505</b>	<b>\$13,502</b>
Payroll Expenses				
Payroll - Executive Director	\$45,000	\$37,012	(\$7,988)	\$37,537
Payroll - Operations Manager	\$25,000	\$14,995	(\$10,005)	\$25,342
Payroll Taxes	\$5,805	\$18,096	\$12,291	\$23,815
<b>Total Payroll Expenses</b>	<b>\$75,805</b>	<b>\$70,103</b>	<b>(\$5,702)</b>	<b>\$86,694</b>
<b>Total Management and Payroll Expenses</b>	<b>\$88,089</b>	<b>\$84,892</b>	<b>(\$3,197)</b>	<b>\$100,196</b>
<b>Total Expenses</b>	<b>\$219,264</b>	<b>\$207,070</b>	<b>(\$12,195)</b>	<b>\$252,438</b>





# 2013 Budget vs Actual Comparison (Continued)

<b>Income</b>	<i>2013 Budget</i>	<i>2013 Actual</i>	<i>2013 Over/Under</i>	<i>2014 Budget</i>
Donations				
General Donations	\$45,000	\$40,385	(\$4,615)	\$54,000
Monthly Sponsorship	\$35,000	\$30,973	(\$4,027)	\$36,000
Fall Into Winter Feed Drive	\$15,000	\$18,879	\$3,879	\$20,000
Veterinary Fund	\$3,600	\$2,800	(\$800)	\$0
GiveBIG / The Seattle Foundation	-	-	-	\$10,000
Grants and Foundation Gifts	\$6,000	\$13,600	\$7,600	\$15,000
Workplace Giving Programs	\$24,000	\$27,857	\$3,857	\$24,000
<b>Total Donations</b>	<b>\$128,600</b>	<b>\$134,494</b>	<b>\$5,894</b>	<b>\$159,000</b>
Special Events and Activities				
Heart of the Horse	\$77,000	\$70,289	(\$6,711)	\$90,500
SAFE Benefit Horse Show	\$22,500	\$27,394	\$4,894	\$25,500
Other Special Events 2013	\$11,000	\$3,699	(\$7,301)	\$5,000
<b>Total Special Events and Activities</b>	<b>\$110,500</b>	<b>\$101,382</b>	<b>(\$9,118)</b>	<b>\$121,000</b>
Other Income				
Adoption Fees	\$12,000	\$8,000	(\$4,000)	\$12,000
Law Enforcement Income	\$8,400	\$3,390	(\$5,010)	\$0
Rebate Programs	\$1,000	\$3,885	\$2,885	\$1,200
<b>Total Other Income</b>	<b>\$21,400</b>	<b>\$15,275</b>	<b>(\$6,125)</b>	<b>\$13,200</b>
Fundraising Expenses				
SAFE Benefit Horse Show	(\$10,500)	(\$13,642)	(\$3,142)	(\$13,200)
Heart of the Horse	(\$26,809)	(\$19,286)	\$7,523	(\$23,300)
Other Event Expenses	(\$2,350)	(\$289)	\$2,061	(\$2,400)
Advertising and Promotion	(\$1,800)	(\$1,388)	\$412	(\$1,800)
<b>Total Fundraising Expenses</b>	<b>\$41,459</b>	<b>\$34,605</b>	<b>\$6,854</b>	<b>(\$40,700)</b>
<b>Total Income</b>	<b>\$219,041</b>	<b>\$216,546</b>	<b>(\$2,495)</b>	<b>\$252,500</b>



## Cameo's Story



Cameo is one of 39 horses seized by Pierce County Animal Control in September 2012 after they were discovered living in filthy, deplorable conditions, trapped in stalls and paddocks piled high with their own waste, in barns with no light and no ventilation. The horses were in large part unhandled and suffered from a lack of vet and farrier care. Eight of the seized horses were eventually euthanized, five for medical conditions and three for dangerous behavior.

In her first four years of life, Cameo, an Arabian mare, received little to no proper handling. When Cameo was released for transport to Safe Harbor Stables in December, animal control officers were unable to even catch her in her stall. SAFE's trainer, Brittney Stewart, set aside an entire day to travel to Graham in order to catch and load her. After an hour and a half of patient work, Brittney was able to catch Cameo, who then, remarkably, loaded easily and was transported to SAFE.

At first, learning even the most basic skills, such as being able to be safely caught, haltered, led, and groomed was a significant challenge for Cameo. She kicked out when being caught and shook with fear when asked to leave her stall. But over time, she learned to be caught and led safely, to stand in crossties, to be blanketed, to longe, and to wear tack. And when springtime finally arrived, Cameo was able to be turned out on grass, possibly the first time in her life.

In September, Cameo was sent to be started by dressage trainer Andrea Lucianna, who has done an incredible job of starting and re-starting horses for SAFE over the years. Initially, Cameo's behavior distressingly reverted. She was extremely suspicious of her new environment and once again became difficult to catch and manage. Andrea went above and beyond to form a bond with her, and Cameo responded in kind. Andrea can now call her in from the pasture and Cameo will come galloping to be caught.

Cameo is now successfully walking, trotting, and cantering under saddle, which, frankly, was unimaginable a year ago! We are currently networking with Arabian aficionados in our local community in the hopes of finding an adopter willing to work with Cameo and Andrea to establish a strong, safe bond before taking Cameo home.

We could not be happier with Cameo's progress. Handling horses that are frightened or aggressive requires expertise and consistency that is beyond the skillset and time commitments of most volunteers. Access to professional training allows SAFE to give horses like Cameo a chance at a promising future by providing her with trainers who are confident, consistent, and skilled. This would not have been possible without the incredible ongoing support we received from our community in 2013. We cannot thank our supporters enough for giving Cameo this chance to be successful!





# 2014 Budget Report — Expenses

General Horse Expenses	Hay and Grain .....	\$22,000
	Farrier .....	\$12,000
	Blanket Cleaning and Repairs .....	\$1,500
	Supplies .....	\$750
	Shipping and Hauling .....	\$2,000
	Horse Sales Advertising .....	\$400
<b>Total General Horse Expenses .....</b>		<b>\$38,650</b>

Veterinary Expenses	Routine Veterinary Care .....	\$16,635
	Non-emergency/Regular Care .....	\$10,000
	Emergency Care .....	\$2,500
	Extraordinary Care .....	\$0
	Discount on Veterinary Services (30%) .....	(\$8,741)
	Rehabilitation Board .....	\$6,000
	Euthanization/Removal .....	\$1,600
	Supplements .....	\$1,500
	Veterinary Supplies .....	\$750
Fecal Analysis and Deworming .....	\$2,580	
<b>Total Veterinary Expenses .....</b>		<b>\$32,825</b>

Training Expenses	Off-site Training and Board .....	\$10,200
	Discretionary Training Fund .....	\$10,000
	Showing and Tack .....	\$1,000
	<b>Total Training Expenses .....</b>	

Foster Expenses	Monthly Foster Stipends .....	\$18,000
<b>Total Foster Expenses .....</b>		<b>\$18,000</b>

Facility Expenses	Lease .....	\$28,500
	Rescue Improvements .....	\$3,500
	Annual Fall Work Party .....	\$1,000
	Farm Expenses .....	\$750
	Utilities .....	\$1,700
	Manure Management .....	\$3,575
	Volunteer Management Expenses .....	\$792
	<b>Total Facility Expenses .....</b>	

Community Outreach	Veterinary Outreach .....	\$750
	Serenity Fund .....	\$1,000
	<b>Total Community Outreach .....</b>	

Payroll Expenses	Executive Director (Annual Net Salary) .....	\$37,537
	Operations Manager (Annual Net Salary) .....	\$25,342
	Payroll Taxes .....	\$23,815
	<b>Total Payroll Expenses .....</b>	

Management Expenses	Credit Card / PayPal Charges .....	\$3,690
	Insurance .....	\$2,600
	Staff Travel, Mileage, and Parking .....	\$2,400
	Postage and Delivery .....	\$1,200
	Staff Education .....	\$1,000
	Office Supplies and Software .....	\$850
	Phone and Internet .....	\$720
	Other Management Expenses .....	\$1,042
	<b>Total Management Expenses .....</b>	

**Total 2014 Program Expenses .....** **\$252,438**



# 2014 Budget Notes

The 2014 Program Services budget has increased to \$252,438, which is approximately a 16% increase over spending in 2013. In 2013, our supporters provided the SAFE horses with substantial improvements in services; however, there are still three areas we would like to enhance and improve in 2014 to keep the SAFE horses rideable and attractive to potential adopters: farrier care, veterinary care, and training.

**Farrier Care:** Maintaining a horse's basic soundness is essential to adoptability as a riding horse. While it is our preference to keep our horses barefoot, as our training program has developed, it has become clear that a greater number of our riding horses require shoes. We have improved the footing in our arena and gravel in our paddocks to reduce the amount of soreness our barefoot horses experience but still anticipate the number of riding horses requiring shoes to increase in 2014.

**Veterinary Care:** Similarly, if we have a horse that has a mild, manageable lameness that is otherwise preventing that horse from successfully being ridden, we feel it is a responsible use of donor funds to provide treatment. In the past, the cost of performing even minor diagnostics has been prohibitively expensive. It is our goal to diagnose and treat a greater number of minor manageable lameness issues. Major diagnostic workups or surgeries will still require dedicated fundraising.



**Training:** The training budget now includes discretionary funds to be allocated as needed. These funds are intended to supplement the training provided by our on-site trainer, Terry Phelps; off-site training provided by professional trainer Andrea Lucianna; and any riding performed by qualified volunteer riders. The type of training required depends largely on the type of horses we intake. While we try to select horses that could eventually be ridden by volunteers, many require professional training beyond what we can currently provide at SHS. Increasing the training budget allows us to provide certain horses additional professional training as needed.

## General SAFE Horse Expenses

### Hay and Grain

The estimated cost of hay and grain in 2014 for horses at Safe Harbor Stables (SHS) is \$22,000, a 10% increase over 2013. The price of grass hay has been driven up by high demand overseas for quality hay from the Pacific Northwest, combined with difficult growing conditions in the region. Hay prices are expected to continue to rise in the near future. To mitigate rising costs, horses that can tolerate alfalfa are being fed a less-expensive timothy/alfalfa blend.

### **Maggie**

*20 year old Mustang mare, seized by Animal Control authorities due to neglect*

## Farrier

The estimated cost of farrier services in 2014 is \$12,000. This represents a 100% increase over the 2013 budget, which was substantially too low for three reasons: 1) the increase in horses in a consistent training program increased the number of horses requiring shoes to stay sound; 2) the arena at SHS has a sand footing which is harder and more abrasive on bare feet than the hogsfuel footing used in our prior facility; and 3) due to a lack of pasture space, the horses at SHS spend more time in gravel mud-free paddocks. Improvements have been made to both the arena footing and gravel paddocks in an effort to reduce hoof soreness, but we still anticipate an increase in farrier costs in 2014. The estimates given in the following table are for horses on seven or eight-week shoeing cycles. The budget also includes the cost for regular trims for our permanent residents: miniature horses, Shasta and Sunny D. The final figure has been rounded up to \$12,000 to cover expenses for horses that may require more frequent trimming or shoeing to maintain proper hoof balance.

### Breakdown of Farrier Costs

Type of Service	Number of Horses	Average Cost per Horse	Annual Cost
Horses at SHS (front shoes only)	5	\$85	\$2,763
Horses at SHS (front and hind shoes)	1	\$130	\$845
Horses at SHS (barefoot)	6	\$35	\$1,575
Mini Horses at SHS (barefoot)	2	\$35	\$525
Horses in Off-site Training (front shoes only)	1	\$85	\$553
Horses in Foster-Training (front shoes only)	3	\$85	\$1,658
Horses in Foster Care (barefoot)	11	\$45	\$3,713
Horses in Rehab Care (barefoot)	1	\$35	\$263
<b>Total</b>	<b>30</b>		<b>\$11,893</b>

### Blanket Cleaning and Repairs

Because fall and winter weather in the Pacific Northwest tends to be rainy, we routinely use waterproof turnout sheets and winter turnout blankets on our horses to keep them comfortable. SAFE is fortunate to have a large collection of donated sheets and blankets, and we always accept donations of functional horsewear from our generous supporters. We have budgeted \$1,500 for the ongoing cleaning and repair of these blankets in 2014.

### Shipping and Hauling

Horses are transported by staff or volunteer drivers who haul either with the SAFE-owned 3-horse trailer or their personal trailer. SAFE does not own a truck, so drivers are reimbursed for hauling at the rate of \$0.75 per mile, which covers the cost of fuel and vehicle wear and tear. \$2,000 is budgeted for shipping and hauling in 2014.

### Horse Sales Advertising

Adoptable horses are advertised via our website and Facebook page, as well as on free Internet sales sites like Craigslist.com. To reach a wider audience of potential adopters, we also advertise our horses on Internet horse sales sites like Dreamhorse.com, which charge fees for photo advertisements. The annual budget for advertising our adoptable horses is \$400.

## Veterinary Care

Providing appropriate and necessary veterinary care for our horses is a core part of our program. In 2013, SAFE faced situations in which limited resources prevented the organization from performing desired diagnostics. In response to this, the budget for veterinary care has been increased for 2014.

### **Routine Veterinary Care**

This category includes the routine annual care that every horse requires.

#### ***Breakdown of Annual Routine Veterinary Care per Horse***

<b><i>Type of Service</i></b>	<b><i>Cost</i></b>
Farm Call	\$75
Exam	\$50
Vaccinations	\$73
Sedation	\$55
Dental Float	\$115
Sheath Cleaning (or other routine care)	\$40
<b>Total Annual Routine Care Per Horse</b>	<b>\$408</b>

The budget for routine vet care in 2014 is designed to cover routine annual care for 45 horses (this number is based on the 28 horses in our program, plus the two resident miniature horses, plus 15 new intakes over the course of the year). We make every effort to combine routine veterinary appointments in order to reduce the cost of farm calls, so the budget only covers the cost of 22 farm calls. The budget for routine care in 2014 is \$16,635, a 37% increase over the previous year.

### **Non-Emergency/Regular Veterinary Care**

This category includes services that are not included in annual routine care but also do not constitute emergency care, such as lameness exams, medications, or wound treatment. We spent a total of \$9,721 on non-emergency care in 2013. The budget for 2014 has been increased to \$10,000.

### **Emergency Care**

Emergency care includes veterinary care for acute or life-threatening injury or illness. We have budgeted \$2,500 for emergency care in 2014.

### **Extraordinary Care**

Extraordinary care can include surgery, extensive diagnostics, or other veterinary procedures above and beyond a reasonable standard of care. There are currently no special needs projected for 2014, so the budgeted amount for extraordinary care is \$0. If need arises, we will consider targeted fundraising for designated donations.

### **Discount on Veterinary Services**

SAFE is fortunate to receive discounted services from most of our veterinary providers, typically a 30% discount. This discount is anticipated to reduce our budget for veterinary services by \$8,741.

### **Rehabilitation Board**

Rehabilitation board is paid to the veterinary hospital at Northwest Equine Stewardship Center (NWESC), typically when a horse requires veterinary care that cannot be efficiently or safely provided at Safe Harbor Stables. This occurs most often with new intakes in poor condition who require extensive care beyond the time and scope of our professionals and volunteers. This category may also include care for normally healthy SAFE horses who need emergency around-the-clock veterinary care or monitoring. Our budget provides for one horse boarded at NWESC per month as well as funds for four additional months, in case of an emergency intake situation or unexpected hospitalization. The 2014 budget for rehabilitation board is \$6,000, which covers 16 units of board at \$375/month. Costs for veterinary care provided by NWESC are not included in this category.

### **Euthanization/Removal**

In the event that a SAFE horse must be humanely euthanized, due to the lingering effects of neglect and abuse, for example, we have funds set aside in our budget to cover the cost of the veterinary procedure and the removal of the body. The 2014 budget of \$1,600 will cover the euthanization and removal of three horses at approximately \$530 per horse.

### **Supplements**

The budget for supplements is increased in 2014 to \$1,500. This covers the cost of oral equine supplements that support joint maintenance, facilitate weight gain, aid digestion, and help effectively manage other health concerns. SAFE typically has a high percentage of mares, some of whose behavior while cycling is more manageable with supplementation.

### **Veterinary Supplies**

In previous years, veterinary supplies were grouped with supplies for the facility. In 2014, there will be a new line item placing veterinary supplies under veterinary expenses. The budget for this category is \$750.

### **Fecal Floats and Deworming**

In the fall of 2013, SAFE moved from a three-month rotational deworming protocol to an evidence-based deworming protocol. In an attempt to follow guidelines established by the American Association of Equine Practitioners (AAEP), each horse will be dewormed twice per year and have a fecal sample analyzed biannually. For new intakes or established horses who are "high-shedders," a rotational deworming protocol may be resumed. The expected annual cost is \$60 per horse, or \$2,580.



### **Ginger**

*9 year old Arab mare, surrendered by her elderly owner who could no longer care for her*

## Training Program

Providing SAFE horses with regular professional training is one of the highlights of our program. Through professional training, SAFE horses develop a skill set which improves both their marketability and their chances of a long-term partnership with a new owner. The SAFE training program has four components: 1) off-site training and board with a professional dressage trainer who specializes in starting horses; 2) on-site training at Safe Harbor Stables with a professional dressage trainer; 3) volunteer riders supervised by our on-site professional trainer; and 4) foster caretakers who are capable of exercising and/or training their SAFE foster horse. Our goal is to provide each of our horses capable of being in an exercise program with a minimum of four days per week of training and exercise.

### **Off-site Training**

The budget for off-site training will remain at \$4,200 in 2014. In general, we utilize our off-site trainer, Andrea Lucianna of Half-Trak Farm, to start or restart horses. Under normal circumstances, she will have a SAFE horse in training for two months, after which time the horse will return to SHS to continue its training and a new horse will be sent to be started at Half-Trak Farm. The cost of training one horse is \$350/month, for a total of \$4,200/year.

### **Off-site Training Board**

The cost of boarding horses at Half-Trak Farm is \$500/month for a total cost of \$6,000/year.

### **On-site Training**

For most of 2013, SAFE employed a part-time barn manager and contracted with a trainer to work horses at Safe Harbor Stables. This arrangement did not work as well as we had hoped. So, in 2014, these two positions have been converted to an Operations Manager who will oversee operations as both barn manager and trainer. The salary will be \$30,000. Fifty percent of this position will involve riding and training responsibilities and fifty percent will involve stable management. For the simplicity of calculating payroll tax expense, this portion of training costs is reflected in the payroll expenses section rather than the training section. However, the true cost of training should take this portion of the Operations Manager salary into account.

We have also budgeted \$10,000 for discretionary funds to be used for training as needed. These funds may be used to pay a new visiting trainer or to pay for additional board and off-site training as circumstances require.

Additionally, the Operations Manager will develop our volunteer rider program with the goal of finding qualified riders to exercise relatively safe and calm horses at SHS. This will help provide our horses with necessary exercise while keeping training costs down.

### **Donated Training**

SAFE is fortunate to have foster caretakers that are also professional trainers who donate their training to SAFE horses. The value of this donated training is approximately \$450-\$900/month.

### **Showing and Tack**

One of our 2014 goals is to provide opportunities for SAFE horses to gain travel and showing experience at local schooling shows. Budgeted funds were underutilized in 2013, but efforts will be renewed in 2014. The budget for schooling show entry fees and travel is \$500. The budget for new tack and repairs is \$500.

**Note:** The total cost of the SAFE training program is \$36,200, though only \$21,200 is reflected above. The remaining cost is reflected under Payroll.



## Foster Program

On average, there are 14 SAFE horses in the foster program at any one time. SAFE's foster caretakers create space for horses that may not be suitable for or capable of being in the training program. These horses may be too young to be started under saddle, elderly, rehabilitating from neglect, or physically or mentally unable to be ridden.

### **Stipends**

Foster caretakers are paid a stipend to cover part of the feeding and basic care of the horse. The amount of the stipend currently ranges from \$80/month for small, easy-keepers to \$250/month for large horses like Strider, an 18-hand burn victim who requires special care. Some foster caretakers choose to donate to SAFE by waiving the stipend. In 2013, the budget for foster stipends was \$16,800. (14 horses X \$100/horse X 12 months).

In the first half of 2013, SAFE had a number of smaller-sized horses in the foster program and a number of foster caretakers who waived their stipends. As a result, the foster program was under budget the first half of the year. In the second half of 2013, SAFE placed a number of larger, special-needs horses in the foster program, and the stipend costs rose and have stayed above \$1,400/month. Additionally, given the rising cost of feed, many foster caretakers have requested an increase in their stipends to cover the cost of feeding the foster horse. The budget for the foster program will be increased to \$18,000 to cover increasing costs. The cost of the foster program will be carefully monitored.

### **Other Foster Care Expenses**

SAFE pays for all veterinary and farrier care for the horses in the foster program as well as other reasonable expenses that may occur while a horse is in foster care. These costs are budgeted under their specific expense category, i.e., veterinary care for foster horses will be recorded under Veterinary Care.

## Facility Expenses

The majority of SAFE's horses in training reside at our Woodinville facility, Safe Harbor Stables. This facility is home to 12 full sized horses and two mini horses. SAFE leases this facility from its owner, and is responsible for all upkeep and necessary maintenance to the property and its buildings.

### **Lease**

Our current lease at the rate of \$2,250 per month will end on June 30, 2014. The property owner has agreed to a new two-year lease starting July 2014 at a rate of \$2,500 per month. The total cost of leasing in 2014 will be \$28,500.

### **Rescue Improvements**

This category includes non-consumable goods intended to make improvements to the facility, e.g., fencing, gravel, building materials, improvements to the arena footing, re-grading the pastures, etc. The estimated cost of rescue improvements for 2014 is \$3,500.

### **Annual Fall Work Party**

Each fall, SAFE hosts a multi-day volunteer work party to make repairs and winterize the property. The estimated cost of these annual repairs, as well as food and drink for volunteers, is \$1,000.

### **Farm Expenses**

This category includes consumable goods that are replaced on a regular basis, such as fuel for equipment, grass seed, and light bulbs. The estimated annual cost is \$750.

### **Utilities**

The cost of utilities will be \$1,700. This includes electricity, garbage, and Honeybucket rental. The monthly cost of water for Safe Harbor Stables is included in our lease payment.

### **Manure Management**

SAFE contracts with a local company for manure removal services. The company provides a large container for manure that is hauled off and emptied every four weeks. The annual cost of this service is \$3,575: \$275/load X 13 loads per year (13 four-week cycles). It is SAFE's future goal to have the resources to bed stalls at SHS; however with anticipated increases in veterinary and farrier costs in 2014, paying for bedding and the associated increase in cost of manure management is not currently feasible.



## Community Outreach

SAFE's Community Outreach program was created when a horse owner who had fallen on hard times contacted us requesting help feeding her horses. Since then, SAFE has been able to help other horse owners who want to keep their horses but are having temporary difficulty doing so.

In 2014, we have limited funds available for the Community Outreach program. SAFE will continue to fund our two most crucial Outreach services: gelding stallions and performing humane euthanasia. It is SAFE's intention to grow the Outreach program over time to help address the underlying reasons why horses are neglected and abused.

### **Veterinary Outreach**

In 2013, \$500 was budgeted for performing gelding surgeries. SAFE assisted with gelding surgery for two horses in 2013 but had to turn down a third request due to insufficient available funds. In 2014, the budget will be increased to \$750 to better meet community demand.

### **Lola**

*5 year old Arab/Appy mare, surrendered by her owners due to neglect*

### **Serenity Fund**

In 2013, \$1,200 was budgeted to provide humane euthanization requested by community members.

SAFE did not receive requests to fund euthanasia in 2013. However, due to high demand in previous years, SAFE will continue to allocate \$1,000 to the Serenity Fund to ensure that this crucial service is available to the community.

## Payroll Expenses

In 2014, SAFE will have two paid staff positions: the Executive Director and the Operations Manager. The new Operations Manager position is responsible for overseeing the training program and managing the daily operations at Safe Harbor Stables, with a 50-50 split between the two functions.

### **Payroll**

The Executive Director receives a gross annual salary of \$46,000 per year. The Operations Manager receives a gross annual salary of \$30,000 per year.

### **Payroll Taxes**

SAFE is responsible for the payment of all federal and state payroll taxes and withholdings for its two paid employees. SAFE also pays Washington state L&I insurance, or workers' compensation, for employees and volunteers, for protection in the event of an on-the-job injury.

## Management Expenses

### **Credit Card / Paypal Fees**

Most of the donations that SAFE receives come to us via credit card payment. We incur financial charges and fees on credit card transactions, at a nonprofit rate offered by our merchant bankcard processing company. We also receive donations via PayPal and these donations incur transaction fees as well. We are estimating a total of \$3,690 in credit card and PayPal fees in 2014.

### **Insurance**

SAFE carries an Equine Commercial General Liability policy to protect the organization from claims and legal defense fees resulting from any negligent act, error, or omission arising from equestrian activities. SAFE also carries directors and officers (D&O) insurance for the protection of our volunteer Board of Directors members.

### **Staff Travel, Mileage, and Parking**

SAFE's Executive Director is reimbursed for business-related travel, which is capped at \$600 per quarter or \$2,400 per year.

### **Postage and Delivery**

The annual budget of \$1,200 for postage covers the cost of mailing thank you cards, donation receipts, and local bulk mail postage.

### **Staff Education**

The SAFE Board of Directors supports ongoing continuing education in the area of fundraising for the organization's development staff. Some of these costs have been offset by a \$500 ASPCA Equine Fund grant, which was awarded to SAFE in 2013 to assist with fundraising education. This grant provided a one year membership to the Association of Professional Fundraisers for our Executive Director, as well as funds for other educational opportunities. The 2014 budget includes another \$1,000 to cover seminar and symposium fees for staff education.

### **Office Supplies and Software**

This category covers costs associated with office supplies and software licensing.

### **Phone and Internet**

This category includes the monthly costs for web hosting, email, and a VoIP message phone line.

### **Other Management Expenses**

This category includes legal fees, banking fees, business licensing, and miscellaneous board and volunteer expenses.



# 2014 Budget Report — Income

Donations	General Donations .....\$54,000 Monthly Sponsorship .....\$36,000 Fall Into Winter Feed Drive .....\$20,000 GIVE BIG (The Seattle Foundation).....\$10,000 Grants and Foundation Gifts.....\$15,000 Workplace Giving Programs .....\$24,000 <b>Total Donations ..... \$159,000</b>	Other Revenue	Adoption Fees.....\$12,000 Law Enforcement Reimbursement.....\$0.00 Rebate Programs .....\$1,200 <b>Total Other Revenue.....\$13,200</b>
Special Events and Activities	SAFE Benefit Horse Show.....\$25,500 Heart of the Horse Dinner and Auction.....\$90,500 Other Special Events .....\$5,000 <b>Total Special Events and Activities ... \$121,000</b>	Fundraising Expenses	Heart of the Horse Expenses .....(\$23,300) SAFE Benefit Horse Show Expenses .....(\$13,200) Other Event Expenses .....(\$2,400) Advertising and Promotion .....(\$1,800) <b>Total Fundraising Expenses ..... (\$40,700)</b>
<b>Projected 2014 Program Income .....\$252,500</b>			



# 2014 Budget Report — Summary

Program Services Expenses .....\$152,242
Payroll and Management Expenses.....\$100,196
<b>Total Program Expenses .....\$252,438</b>
Revenue.....\$293,200
Fundraising Expenses .....(\$40,700)
<b>Total Program Income .....\$252,500</b>



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