



SAFE | Save a
Forgotten
Equine

2014 Annual Report
2015 Budget Report

Atticus

*Quarter Horse gelding, seized by Animal
Control in 2013. Adopted in 2014.*

Photo by Deunan Berkeley



Contents

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

Message from the Executive Director	3
Message from the President	4
Program Highlights	5
Program Milestones.....	6
2014 Financial Summary.....	7
Ruby's Story.....	9
2015 Budget Report	11
2015 Budget Notes.....	13
General SAFE Horse Expenses	13
Veterinary Care	14
Training Program	15
Foster Program	16
Facility Management.....	16
Community Outreach	17
Payroll Expenses	18
Management Expenses.....	18
Fundraising Expenses	19
Donations.....	20
Special Events and Activities.....	21
Other Income.....	21



Message from the Executive Director



Honeycutt

*Quarter Horse gelding, rescued from slaughter in 2005. **Adopted in 2014.***

Photo by Liz Stabbert

There never seems to be enough time to do all the things we wish we could do, so naturally, by the time we sit down to chronicle the year we've just completed, we've already begun rushing headlong into the next one. But 2014 was a remarkable and strong year for Save a Forgotten Equine, and it's important to preserve the memory of all that we accomplished during that period. So it's good to force ourselves take a deep breath and celebrate the year that's passed!

I myself am marveling at the list of horses that were adopted out during 2014. This may not have been the biggest year for adoptions in terms of numbers, but out of the ten horses we found homes for, seven of those were companions horses, unable to be ridden. That means that six individuals in our community looked beyond what a horse could do for them, and took a look at what they could do for a horse. Six people opened their hearts and homes to horses that couldn't repay them with horse shows ribbons or trail rides; horses with nothing to offer but their friendship, their beauty, and their lifelong need for care. And why six? Because one of those individuals gave the gift of a forever home to two SAFE companion horses.

No, we're not likely to forget 2014 anytime soon.

The accomplishments celebrated in these pages are yours as well as ours, because without you, there is no Save a Forgotten Equine. Whether you're a donor, a volunteer, a foster, or an adopter, you're part of this organization and we're happy to have your help! Your investment in this rescue allows SAFE to continue to responsibly and sustainably meet the needs of our community. Thank you for an amazing 2014 and we look forward to building with you in 2015!

Bonnie Hammond
Co-Founder and Executive Director



Message from the President

It is impossible to fully encapsulate and distill the momentum and energy that has driven SAFE over the last year into a single document. Not only are the SAFE horses receiving the highest quality of care that we have ever been able to offer, the SAFE community that makes it all happen is growing and thriving.

At the beginning of 2015, SAFE went through a planned transition, electing a new Governing Board of Directors and establishing an Operations Team. The Governing Board now consists of eight talented individuals who bring an ever-increasing level of depth and sophistication to SAFE's governance and development. The Operations Team, consisting of SAFE's hard-working volunteers, is being managed by the amazing Terry Phelps, who has transitioned into a full-time position as SAFE's Operations Director. Meanwhile, SAFE co-founder and Executive Director, Bonnie Hammond, has moved into the residence in our new house and office; the resulting energy at Safe Harbor Stables is simply vibrant.

As much as we are enjoying the moment, it would be a mistake to take this energy for granted. Caring for 28 rehabilitating horses is taxing, emotional work with no finite end; maintaining a healthy, joyous atmosphere requires protecting our staff and our community members from emotional fatigue and burnout. To address this, SAFE has set term limits for its Board of Directors and will continually recruit talented members of our community to

fill these roles. Likewise, we are establishing finite time commitments for each of our key volunteer roles and training replacements so that these generous individuals are not over-taxed. Finally, we are constantly encouraging our staff to maintain a healthy work-life balance so that they will have the energy to hopefully stay with us over the long haul!

At the end of this year, it will be my turn to pass the caretaking of SAFE's horses and values to the next group of leaders. I will take a step back into a volunteer role with a joyful heart, confident that this process will repeat itself as long as there are horses in need. SAFE is not one person; SAFE is the herd that saves the horse.

Warm regards,

Kyle Putnam

President, SAFE Board of Directors



Portland

Thoroughbred gelding, seized by Animal Control in 2013. Adopted in 2014.

Photo by Karen Wegehenkel



Program Highlights

Expanded Veterinary Care

For many years, the SAFE horses received high-quality routine and emergency veterinary care, but lameness diagnostics and specialized care were outside of SAFE's financial capacity. The SAFE Team continually struggled with the gap in services; we wanted to be able to provide SAFE horses with same level of specialized care we would provide our own personal horses. In 2014, thanks to our amazing supporters and a team of generous veterinarians, we were able to dramatically increase the specialized services available to our horses without a significant increase in costs.

The primary care of the horses at Safe Harbor Stables (SHS) has been provided by Dr. Robert Fleck and Dr. Megan McCracken of Rainland Farm Equine Clinic. SAFE is fortunate to have such wonderful providers in close proximity to our facility. Dr. Bob DeWard and his excellent team at Mt. Rainier Equine continue to care for our southend horses. New intakes continue to receive the gold standard in re-feeding and rehabilitative care provided by Dr. Hannah Mueller at Cedarbrook Veterinary Clinic. We are also extremely grateful to have received a grant from Pilchuck Veterinary Hospital, which has allowed us to provide the SAFE horses with lameness evaluations and recommended treatment at an unprecedented rate. These discounted and donated services have unequivocally improved the lives of our horses.

Community Outreach

One of SAFE's goals is to address the root causes of neglect and abuse. This year, we are thrilled to announce the expansion of SAFE's Community Outreach Program. Beginning in the spring of 2015, SAFE will offer a virtual hay bank. Applicants in financial need may apply to receive free hay and grain on a short-term basis. Applicants will be screened and will need to agree to the conditions of the assistance, which include an in person visit from a SAFE representative. SAFE will also ask applicants to provide a written plan of action that outlines how they will financially support their horse in the future or, alternatively, how they plan to responsibly re-home their horse. It is our hope that we will be able to help responsible owners that are struggling to make ends meet bridge that financial gap, which will in turn reduce the number of horses put at risk. Meanwhile, the Serenity Fund will continue to provide financial assistance to owners who want their horses to have a peaceful and dignified passing. In an effort to decrease unplanned breeding and reduce the number of unwanted stallions in our community, we will offer vouchers for gelding services. If you know a responsible individual who is in need of assistance, please feel free to refer them to our program!

Office at Safe Harbor Stables

This spring, SAFE established an office and residence by leasing the house that is on the same parcel of land as Safe Harbor Stables. One section of the house is a residence that is occupied by SAFE's Executive Director, ensuring someone is on the property most evenings. The other section of the house serves as an offices for the Executive Director, Operations Director, and SAFE volunteers. This is the first phase of a long-term plan to purchase a permanent facility. If having an on-site office and residence is successful in this location, SAFE will likely engage in a capital campaign to purchase the property and establish a permanent home in Woodinville.



Program Milestones

SAFE took in the following horses during 2014:

- Skittles (*Regional Animal Services of King County*)
- Finn (*Owner Surrender*)
- Owen (*Owner Surrender*)
- Ruby (*City of Lake Stevens Animal Control*)
- Grace (*Ruby's foal*)
- Stella (*Snohomish County Animal Control*)
- Emmy (*Pierce County Animal Control*)
- Karma (*Pierce County Animal Control*)
- Rocky (*Owner Surrender*)
- Rocky's Companion (*Owner Surrender*)
- Nala (*Pierce County Animal Control*)
- Ben (*Pierce County Animal Control*)



Skye

Arab cross mare, seized by Animal Control in 2012.

Adopted in 2014.

Photo by Karen Wegehenkel

The following horses were adopted out during 2014:

- Nora
- Savannah
- Atticus
- Kat
- Ginger
- Honeycutt
- Sinatra
- Portland
- Strider
- Skye

The following horses died or were euthanized in 2014:

- Sasha (*euthanized due to dangerous behavioral issues*)
- Grace (*premature birth by a severely neglected mare*)
- Summer (*euthanized due to the discomforts of old age*)
- Rocky's Companion (*euthanized due to severe physical issues*)



2014 Financial Summary — Expenses

General Horse Expenses

Hay and Grain	\$18,621
Farrier	\$5,529
Blanket Cleaning & Repair.....	\$179
Supplies.....	\$358
Shipping & Hauling.....	\$2,374
Horse Sale Advertising.....	\$105
Total General Horse Expenses	\$27,166

Veterinary Expenses

Routine Care.....	\$7,909
Non-Emergency/Regular Care.....	\$10,518
Emergency Care.....	\$2,600
Extraordinary Care	\$3,295
Rehabilitation Board.....	\$2,703
Euthanization/Removal.....	\$1,382
Supplements.....	\$1,392
Veterinary Supplies	\$191
Fecal Analysis & Deworming.....	\$1,308
Discount on Veterinary Services	(\$6,815)
Total Veterinary Expenses	\$24,484

Training Expenses

Offsite Training	\$5,250
Offsite Training Board	\$5,400
Tack & Supplies	\$675
Discretionary Training Funds	\$4,380
Total Training Expenses	\$15,705

Foster Expenses

Monthly Foster Stipends.....	\$16,005
Total Foster Expenses.....	\$16,005

Facility Expenses

Lease	\$30,750
Rescue Improvements.....	\$2,041
Annual Fall Work Party.....	\$48
Farm Expenses	\$3,076
Utilities	\$2,099
Manure Management.....	\$3,300
Total Facility Expenses	\$41,313

Community Outreach

Vet Outreach	\$0
Serenity Fund.....	\$480
Hay and Grain	\$269
Total Community Outreach.....	\$749

Payroll Expenses

Executive Director (Annual Net Salary).....	\$38,091
Operations Manager (Annual Net Salary)	\$24,838
Payroll Taxes.....	\$21,645
Total Payroll Expenses.....	\$84,574

Management Expenses

Credit Card/Paypal Fees	\$6,260
Insurance.....	\$2,351
Staff Travel, Mileage, Parking.....	\$2,592
Postage and Delivery.....	\$243
Staff Education.....	\$605
Office Supplies and Software	\$1,373
Phone and Internet.....	\$1,467
Other Management Expenses.....	\$1,602
Total Management Expenses.....	\$16,439

Total 2014 Program Expenses..... \$226,489



2014 Financial Summary — Income

Donations	General Donations	\$44,508	Other Revenue	Adoption Fees	\$4,600
	Monthly Sponsorship	\$32,681		Law Enforcement Income	\$3,945
	Fall into Winter Feed Drive	\$20,650		Rebate Programs	\$3,637
	Veterinary Fund	\$4,260		Interest Income	\$47
	Facility Improvements	\$5,350		Total Other Revenue	\$12,230
	GiveBig / The Seattle Foundation	\$13,942	Fundraising Expenses	Total Revenue	\$323,482
	Grants and Foundation Gifts	\$18,000		Heart of the Horse	(\$27,502)
	Workplace Giving Programs	\$35,587		SAFE Benefit Horse Show	(\$15,564)
Special Events and Activities	Total Donations	\$174,978		Other Event Expenses	(\$4,522)
	Heart of the Horse	\$89,852		Advertising and Promotion	(\$539)
	SAFE Benefit Horse Show	\$37,405		Total Fundraising Expenses	(\$48,127)
	Other Special Events 2014	\$9,017			
	Total Special Events and Activities ...	\$136,274			
		Total 2014 Program Income	\$275,355		



2014 Financial Summary — Totals

Program Services Expenses	\$125,422
Payroll and Management Expenses	\$101,067
Total Program Expenses	\$226,489
Revenue	\$323,482
Fundraising Expenses	\$48,127
Total Program Income	\$275,355



Ruby's Story

March 2014 – At the behest of a local law enforcement agency, SAFE took in a young part-Friesian mare in serious trouble. When officers visited the property, the owner attempted to conceal the horse's presence by hiding her in a closed shed. Her body condition score was 1/9, she was riddled with parasites, and she was pregnant.

When SAFE team members went to pick up the mare, she stumbled getting on the trailer, nearly falling to her knees. After transporting her directly to the rehabilitation specialists at Northwest Equine Stewardship Center, she refused to unload from the trailer. It was as if she were saying, "I can't possibly do this." It took two of us to quite literally push her out of the trailer. We settled her into a comfortable stall and told her she was safe. Dr. Hannah Mueller started

treating her immediately, assessing her condition, and prescribing the appropriate re-feeding diet. The young mare was sweet and docile and seemed to enjoy the attention. We named her Ruby. In her severely emaciated state, it was difficult to imagine a baby inside of her, but we could feel it kicking. It was both sad and hopeful.

Two evenings later, Dr. Mueller passed Ruby's stall and she was standing quietly. When she passed by again after midnight, Ruby was laying down and the foal's head had emerged. It was quite a surprise! Ruby was too weak to effectively birth the foal, so Dr. Hannah had to help her deliver. When the foal arrived, she was barely breathing and had to be given supplemental oxygen. Her initial attempts to stand were vigorous, but unsuccessful. Unfortunately, even if her efforts had been successful, there was no colostrum in Ruby's udder. But still, she tried. Eventually, she tired and needed to rest.

Our filly had difficulty regulating her temperature. We added heat lamps and multiple layers of blankets and sleeping bags. Dr. Mueller even crawled under the covers with the foal to share her own body heat. Ruby, sadly, was showing no interest in her baby, so the filly was move to a heated treatment room to help with her temperature regulation. She was still shivering uncontrollably.



Ruby

*Days after
her rescue.*

For a time, the warm room seemed to help and her vital signs became steady and normal. However, despite receiving plasma and milk replacer, she could stand only with a great deal of support. Then, it became clear that the milk replacer was not moving through her digestive system; it would occasionally dribble out her nostrils. It was difficult to talk about all the possible reasons why she was not making progress. She may have had a heart defect, malformation of another organ, or an underdeveloped digestive system. She may have been hypoxic during the delivery. She may simply have been born too early.

Whatever the reason, the point came when we had to say goodbye. There were many tears. We found some peace in knowing that she did not die alone, in the dark and cold, with no one to care for her and gently whisper in her ear that she was beautiful and loved. After she passed, it seemed important to give her a name to acknowledge and celebrate her brief life, something soft and feminine, a name that embodied her innocence and conveyed a message of hope. She was, and always will be, a SAFE horse. We named her "Grace."

March 2015 – After her initial rehabilitation in the hospital, Ruby moved to a foster home with Jackie L., a very special caretaker, who helped reignite the sparkle in Ruby's eye and gradually mend her weak body. When Ruby left Northwest Equine Stewardship Center, she weighed 650 pounds. Three months later, she weighed 920 pounds. She became the young, healthy mare that nature intended. Even though she appeared healthy, given the toll that had been taken on her young body coupled with the slower maturity that is not uncommon in Friesians, we opted to wait to start Ruby under saddle.

One year after her intake, SAFE was approached by two prospective adopters, Sophia and Matt – two experienced people with very big hearts that were clearly able to offer Ruby not only a solid foundation under saddle but also a forever home. Our trainer, Terry, summed it up best:

"Lots of smiles, laughs, and a few happy tears as we watched Ruby head off with her new family to her loving forever home! I will never forget the day I met that sweet mare, fighting for life, and holding her angel, Grace, as she left this world. They both made an impact on me and they are why I have dedicated my life's work to help these horses. Today came full circle, from her intake crew who pulled her from the hell she was living in, to those who nursed her back to health and opened their home to foster her as she grew stronger. And now Sophia and Matt, who with open arms welcome her into their family."



Ruby Transformed
Photos by Karen Wegehenkel



2015 Budget Report — Expenses

General Horse Expenses	Hay and Grain	\$20,000
	Farrier	\$8,000
	Blanket Cleaning and Repair	\$1,500
	Supplies	\$750
	Shipping and Hauling	\$1,500
	Horse Sale Advertising	\$300
	Total General Horse Expenses	\$32,050

Veterinary Expenses	Routine Care	\$12,125
	Non-Emergency/Regular Care	\$10,000
	Emergency Care	\$2,750
	Extraordinary Care	\$0
	Rehabilitation Board	\$6,000
	Euthanization/Removal	\$2,000
	Supplements	\$1,200
	Veterinary Supplies	\$200
	Fecal Analysis and Deworming	\$2,025
	Discount on Veterinary Services	(\$7,463)
	Total Veterinary Expenses	\$28,837

Training Expenses	Offsite Training	\$8,100
	Offsite Training Board	\$8,100
	Discretionary Training Funds	\$5,000
	Total Training Expenses	\$21,200

Foster Expenses	Monthly Foster Stipends	\$18,600
	Total Foster Expenses	\$18,600

Facility Expenses	Lease	\$58,500
	Facility Improvements	\$4,000
	Repairs and Maintenance	\$1,000
	Farm Expenses	\$2,500
	Utilities	\$4,980
	Manure Management	\$8,550
	Total Facility Expenses	\$79,530

Community Outreach	Gelding Voucher Program	\$750
	Serenity Fund	\$1,000
	Hay and Grain Bank	\$4,000
	Total Community Outreach	\$5,750

Payroll Expenses	Executive Director (Annual Net Salary)	\$25,851
	Operations Manager (Annual Net Salary)	\$33,925
	Payroll Taxes	\$23,322
	Total Payroll Expenses	\$83,098

Management Expenses	Credit Card/Paypal Fees	\$7,203
	Insurance	\$4,000
	Staff Travel, Mileage, Parking	\$1,000
	Postage and Delivery	\$1,500
	Staff Education	\$1,000
	Office Supplies and Software	\$3,900
	Phone and Internet	\$2,040
	Board and Volunteer Expenses	\$350
	Other Management Expenses	\$2,192
	Total Management Expenses	\$23,185

Projected 2015 Program Expenses \$292,250



2015 Budget Report — Income

Donations	General Donations	\$50,000	Other Revenue	Adoption Fees	\$6,000
	Monthly Sponsorship	\$40,800		Law Enforcement Reimbursement	\$0
	Fall into Winter Feed Drive	\$20,000		Total Other Revenue	\$6,000
	GiveBIG / The Seattle Foundation	\$15,000	Fundraising Expenses	Total Revenue	\$360,150
	Grants and Foundation Gifts	\$15,000		Heart of the Horse Expenses	(\$33,935)
	Workplace Giving Programs	\$35,000		SAFE Benefit Horse Show	(\$15,500)
	Holiday Income	\$2,000		Indulge	(\$3,950)
	Total Donations	\$177,800		Other Event Expenses	(\$250)
Special Events and Activities	Heart of the Horse Dinner and Auction ...	\$134,250		Total Fundraising Expenses	(\$53,635)
	SAFE Benefit Horse Show	\$35,000			
	Indulge	\$5,100			
	Other Special Events	\$2,000			
	Total Special Events and Activities ...	\$176,350			
		Projected 2015 Program Income	\$306,515		



2015 Budget Report — Summary

Program Services Expenses	\$185,967
Payroll and Management Expenses	\$106,283
Total Program Expenses	\$292,250
Revenue	\$360,150
Fundraising Expenses	\$53,635
Total Program Income	\$306,515



2015 Budget Notes



Nora
*Thoroughbred mare,
seized by Animal Control
due to neglect in 2013.
Adopted in 2014.*

General Horse Expenses

Hay

The estimated cost for hay in 2015 is \$15,500. Hay prices in the Pacific Northwest have continued to rise due to drought-related national demand and demand from overseas. Based on recent years, we estimate a 6% annual increase in hay prices. Thanks to donations from a local hay provider and SAFE-adopter, we are able to feed some local hay to easy keepers at a lower cost.

Grain

The estimated cost of grain in 2015 is \$4,500. As with hay, we anticipate an annual 6% increase in grain prices due to increased shipping costs and increased demand for farm land to support non-grain crops.

Farrier Care

The estimated expense of farrier care is reduced to \$8,000 from \$12,000 in 2015. The budget in 2014 had been increased due to a relatively large number of SAFE horses that required shoes. Thanks to improvements in our footing along with several farriers donating trimming and shoeing services, estimated costs have been reduced. This represents a 33% decrease from 2014.

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 to keep our horses comfortable. SAFE is fortunate to have a large collection of donated sheets and blankets, and we always accept donations of functional horse wear from our generous supporters. We have budgeted \$1,500 for the ongoing cleaning and repair of these

blankets in 2015. We hope to procure an industrial washer, which will allow us to clean blankets on-site and reduce associated costs in the future.

Shipping and Hauling

Horses are transported by staff or volunteer drivers who haul either with the SAFE-owned 3-horse trailer or with a personally-owned 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. We have budgeted \$1,500 for shipping and hauling in 2015.

Horse Sales Advertising

Adoptable horses are advertised via our website and Facebook page, as well as on free Internet sites such as Craigslist.com. However, in order to reach a wider audience of potential adopters, we also advertise our horses on Internet sites such as Dreamhorse.com, which charge fees for photo advertisements. The annual budget for advertising our adoptable horses is \$300 in 2015.

Veterinary Care

Routine Veterinary Care

Estimated expenses for Routine Veterinary Care are reduced from a budget of \$16,635 in 2014 to \$12,125 in 2015. Thanks to generous discounts from our primary veterinary providers, the SAFE horses are receiving extremely high quality care for reduced prices.

Non-Emergency/Regular Veterinary Care

Estimated expenses for Regular Veterinary Care remain at \$10,000. Thanks to donations from veterinarians and a generous donation from Pilchuck Veterinary Hospital, SAFE horses have received increased diagnostics and treatment without increasing costs.

Emergency Care

The estimated expense for Emergency Care is increased to \$2,750 from \$2,500. SAFE currently has a number of colic-prone horses that may require more emergency calls than planned.

Extraordinary Care

The budget for Extraordinary Care remains \$0.00. Extraordinary care is for unplanned non-emergency events, such as surgery. In the event extraordinary care is required for one of our horses, we will specifically fundraise to cover the cost of the procedure.

Rehabilitation Board

The budget for Rehabilitation Board remains \$6,000. While SAFE did not spend that amount in 2014, maintaining the capacity to intake horses requiring extensive hospitalization remains a core part of our program.

Euthanization and Removal

The estimated expense for Euthanization and Removal is increased to \$2000 from \$1600. In extreme circumstances, SAFE may choose to intake an owner-surrendered horse that is suffering and beyond reasonable veterinary treatment. In these cases, SAFE will opt to immediately and humanely euthanize the horse. In 2014, due to these types of cases, SAFE surpassed its budget of \$1,600, so this figure is revised upward for 2015.

Supplements

The estimated expense for Supplements is decreased to \$1,200 from \$1,600 in 2014. The two SAFE horses that were on expensive Vitamin E supplements in 2014 – Sinatra and Strider – have been adopted; however, we do have a number of horses that are on veterinary-recommended digestion aids, which are necessary to manage their digestive health and reduce the likelihood of colic episodes.

Veterinary Supplies

The estimated expense for Veterinary Supplies is decreased to \$200. The estimate of \$750 in 2014 was a best guess and can be adjusted downward.

Fecal Analysis and Deworming

The estimate expense for Fecal Exams and Deworming is decreased to \$2,025. Thanks to the purchase of equipment to perform fecal exams and the effort of a qualified volunteer, SAFE has been able to reduce its costs while maintaining the same level of care.

Discounts on Veterinary Services

Thanks to the ongoing generous support from our veterinary providers, particularly Rainland Equine, Mt. Rainier Equine, Cedarbrook Veterinary Care, and Pilchuck Veterinary Hospital, SAFE receives approximately a 30% discount on vet services. The estimate value of that discount in 2015 is \$7,462. This discount does not include other generous donations by these providers.

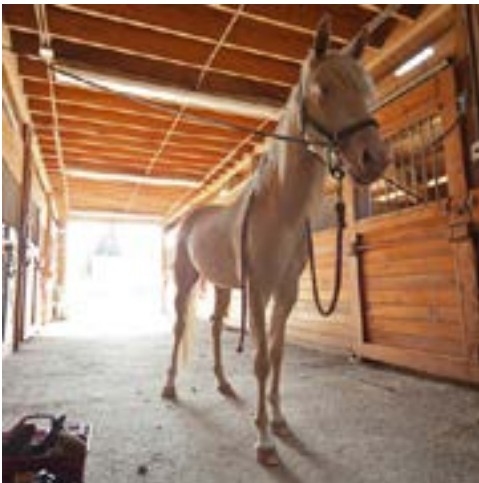
Training

Training has been one the hallmarks of our program and a key tool in the implementation of our mission. However, the way in which the training program functions has varied widely throughout SAFE's history.

Initially, SAFE's program involved sending horses to outside trainers to be started, then transitioning them to volunteer or foster riders for ongoing work. When Safe Harbor Stables was established, a Barn Manager/ Trainer position was created, which increased our capacity to offer on-site, professional training. Eventually, it became clear that the single position needed to be split into two separate roles. At the end of 2013, a barn manager was hired with the understanding that in 2014 the trainer would be paid on a per ride basis; however, these changes were not executed as planned.

The plan had been to pay SAFE's trainer at the time per ride; however, her personal business took off and she resigned her position on good terms. The position of the barn manager evolved back into that of Barn Manager/ Trainer at 30 hours per week. As a result, many of the funds intended to pay a trainer per ride remained unspent. Going into 2015, the Barn Manager/ Trainer position evolved further and the Operations Director position was created.

The Operations Director oversees and manages the training program and performs some hands-on training. Volunteer riders do much of the regular riding. Horses that need to be started or restarted under saddle will be boarded at a training facility off-site and handled by a professional trainer. SAFE has budgeted for 18 months of off-site training and board. In addition, professional trainers who want to volunteer their services may take a horse into training and receive a foster stipend.



Sinatra

Saddlebred gelding, seized by Animal Control due to neglect in 2008.

Adopted in 2014.

Photo by Justin Schmauser

Off-site Training

The estimated expense of off-site training is \$8,100. This is not the fair market value of the training; the trainers we work with often offer us a reduced rate of around \$450 per month.

Off-site Training Board

The estimated expenses of off-site training board is \$8,100. As with off-site training, board is often offered at a discounted rate, with an average rate of \$450 per month.

Discretionary Training Funds

SAFE will budget an additional \$5,000 to be used in the training program as needed. This is a 50% decrease in Discretionary Training Funds since 2014, which has become possible as the management of the training program has become more consistent. These funds may also be used for purchasing tack or paying for schooling show entry fees, as needed.

Foster Care

The estimated expense for Foster Care is increased in 2015 to \$18,600. As the cost of hay and grain continues to rise, foster caretakers costs are also expected to increase. This increase may be mitigated by the adoption of Portland and Strider, both of whom had high foster stipends; however, given that many of SAFE's horses in the foster program are impaired, estimated expenses for foster horses may continue to rise.

Facility Expenses

Lease

SAFE's property lease continues at a rate of \$2,500 per month for 2015. In February 2015, SAFE signed a lease with the property owner to rent the house located on the Safe Harbor Stables property. The house, which is used as both an office and a residence for SAFE's Executive Director, is rented at a rate of \$2,250 per month. The total cost of leasing in 2015 is \$57,000.

Manure Management

The total estimated manure management expense is \$8,550. The quality of SAFE's stable management and the resources available to us have consistently improved over the last two years; however, there is one improvement that is yet to be realized: providing bedded stalls for all SAFE horses. Horses can be responsibly stabled in stalls without bedding when sufficient turnout space is available; in fact, bedding is not a required element of SAFE's site check process. However, bedding stalls can provide important benefits, most importantly providing horses a soft surface on which to lie down and sleep. Several of SAFE's horses use turnout time in the arena to lie down for a nap, which suggests they may have not have a sufficiently comfortable place to sleep. Other horses, such as Strider, have required a bedded stall to prevent and help manage pressure sores that result from lying on hard surfaces. This year, SAFE will be increasing its Manure Management budget to \$8,550, to include the purchase of bedding and increased removal costs.

Facility 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 pastures, etc. The estimated cost of facility improvements for 2015 is \$4,000.

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 \$2,500.

Utilities

The cost of utilities in 2015 will be \$4,980. This amount has increased over last year because we will incur additional utility charges with the rental of the house/office space. The utilities for Safe Harbor Stables are expected to be \$1,980, and the utilities for the residence and office space are estimated at \$3,000 for 2015. This includes electricity, garbage service, and the Honey Bucket portable toilet rental. The monthly cost of water for the property and house is included in our lease payment.



Repairs and Maintenance

This category includes facility repairs and maintenance costs that are required to maintain the safety and condition of the premises. The estimated annual cost is \$1,000.

Community Outreach

SAFE's Community Outreach program is designed to help local horse owners who are having temporary difficulty providing adequate care and services to their horse. In 2015, we have funds committed to two crucial Outreach services: gelding stallions and performing humane euthanasia. This year we are growing our Outreach program to include a Hay and Grain Bank.

Gelding Voucher Program

In 2014, SAFE assisted with the gelding of six horses. The 2015 budget allots \$750 to provide community members with vouchers to assist with the cost of gelding procedures.

Serenity Fund

In 2014, SAFE responded to one request to provide funds for euthanasia and removal. SAFE will continue to allocate \$1,000 to the Serenity Fund in 2015, to ensure this service is available to the community.

Hay and Grain Bank

This is a new Outreach program we are offering in 2015, which is designed to offer short-term assistance (approximately three months worth of hay, grain and vitamins) to applicants demonstrating financial need and a clear plan that will ensure the future well-being of their horse. We have allotted \$4,000 to provide this service.

Strider

Warmblood gelding, surrendered to SAFE in 2008. Adopted in 2014.

Payroll Expenses

In 2015, SAFE will have two paid staff positions: the Executive Director and the Operations Director.

Payroll

The Executive Director receives an annual gross salary of \$31,700 per year, along with a \$1,400 per month housing allowance, which is non-taxable income. The Operations Director receives an annual gross salary of \$41,600 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, which ensures protection in the event of an on-the-job injury.

Management Expenses

Credit Card/Paypal fees

The majority of donations SAFE receives are made using credit cards. We incur charges and fees on credit card transactions at a non-profit rate offered by our merchant banking processing company. We also receive donations via Paypal, and this service also incurs transaction fees. We are estimating a total of \$7,203 in credit card and Paypal fees in 2015.



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. The expected cost of providing insurance in 2015 is \$4,000.

Staff Travel, Mileage and Parking

SAFE's Executive Director is reimbursed for business-related travel, which is allotted at \$250 per quarter or \$1,000 per year. This amount has been reduced from last year due to the move of the business address to Woodinville, making the majority of travel more proximal to Safe Harbor Stables.

Postage and Delivery

The 2015 budget allows for \$1,500 in postage for mailing thank you cards, donation receipts, and local bulk mail postage.

Savanna

Paint mare, returned to SAFE in 2013 Adopted in 2014.

Photo by Deunan Berkeley

Staff Education

The SAFE Board of Directors supports ongoing continuing education in the area of fundraising for the organization's development staff. The 2015 budget allows for \$1,000 to cover the cost of seminar and symposium fees, including membership fees to the Association of Fundraising Professionals.

Office Supplies and Software

The 2015 budget includes \$900 to cover the costs of office supplies and software licensing. This year we have allotted an additional \$3,000 in funds to set up the new office space, which includes used computers purchased at a deep discount, as well as costs associated with moving into and furnishing the new offices.



Ginger

Arab mare, surrendered to SAFE in 2013.

Adopted in 2014.

Phone and Internet

This category includes the monthly costs for web hosting, email, and VoIP message phone line. Additionally, the Executive Director and Operations Director will receive a small monthly stipend to cover the cost of business calls made on their personal cell phones, as it is essential that they have the ability to communicate outside of the office. The 2015 budget allots \$2,040 for this category.

Other Management Expenses

This category includes legal fees, banking fees, payroll fees, business licensing, volunteer database software, donor tracking software, and miscellaneous board and volunteer expenses.

Fundraising Expenses

Heart of the Horse

Estimated costs of the Heart of The Horse Benefit Dinner and Auction are \$33,935. This includes the cost of the venue, auctioneer, auction services, audio/visual equipment, and other expenses associated with running the auction. Some of these expenses, like food and beverage costs, are covered by the ticket price for the event, but included here as part of the overall expenses for the event.

SAFE Benefit Horse Show

The estimate cost of the SAFE Benefit Horse Show is \$15,500. This includes the rental fees for the show venue, stabling, and equipment, as well as judging fees, catering volunteer hospitality, and advertising. As with the Auction, some of these costs are covered by entry fees and dinner tickets.

Indulge

The estimated cost of a new fall event, Indulge, is \$3,950, which covers the rental of the facility, as well as supplies and decorations.

Other

The estimated cost of supporting other small events is \$250.

Donations

General Donations

The target goal for General Donations in 2015 is \$50,000. This is an area where we fell short of our goals in 2014, but target goal that was set for 2014 represented an ambitious 34% increase over 2013. Fortunately we surpassed our 2014 goals in other donation areas, particularly Workplace Giving, so we ended the year exceeding our overall income goals. For 2015, we have set a more realistic goal for General Donations, one that represents only an 11.3% annual increase over last year's numbers.

Monthly Donations

The target goal for Monthly Donations is \$40,800, which is a 23% increase over average monthly donations in 2014. This is an area of growth for the Executive Director, who is implementing a plan to have five monthly sponsors for each horse. If each horse had five sponsorships at \$25 per month, it would result in total monthly donations of \$42,000.

Grants and Foundation Gifts

The target goal for Grants and Foundation gifts is \$15,000. Because the timing of these cash flows is difficult to predict, we will estimate one large gift of \$3,750 per quarter. The variability in the timing of these gifts is one area of uncertainty in our pro-forma statement.

Workplace Giving / Rebate Income

The target goal for Workplace Giving is \$35,000. This is a 39% increase over the 2014 budget. This is a fundraising area that has experienced stronger growth than expected and should continue to be developed. The timing of these cash flows is also difficult to predict, so they are being estimated at a bi-monthly rate of \$5,833.

GiveBIG

The target goal for GiveBIG is \$15,000. GiveBIG is an annual Seattle-area fundraising event sponsored by The Seattle Foundation, which matches a portion of donors' gifts. As the event has grown, the matching funds available have proportionally decreased, so the matching funds have not been as significant as expected. However, it did attract a different subset of donors than those that donate at Heart of the Horse around the same time of year.

Fall Into Winter Feed Drive

The target goal for the Fall Into Winter Feed Drive remains \$20,000. Like the horse show, this is a predictable, consistent cash flow. Because the funds raised during this drive are then designated to cover feed costs, we do not want to raise the target up to or beyond our total feed costs.

Holiday Income

The target goal for Holiday income is \$2,000. Like smaller events, donations from the Holiday Open House or any other small end-of-year activity are intended to spread goodwill and raise awareness about SAFE.



Kat

*Quarter horse mare, surrendered to SAFE in 2012 **Adopted in 2014.***

Photo by Deunan Berkeley

Special Events and Activities

Heart of the Horse Dinner and Auction

The target revenue goal for Heart of the Horse is \$134,250. After two years of wonderful growth and success at Chateau St. Michelle, SAFE has outgrown the venue. The gala has moved to The Golf Club at Newcastle, where we will be able to increase our number of guests.

SAFE Benefit Horse Show

Now in its 9th year, the target goal for the annual SAFE Benefit Horse Show is \$35,000. SAFE has largely maximized the amount of revenue it can achieve at the horse show. The revenue in 2014 was actually \$36,905, thanks to strong sponsorships and the Gambler's Choice Challenge. However, \$35,000 remains a reasonable goal for consistent annual summer income.

Indulge

The target goal for the inaugural event "Indulge" is \$5,100. Indulge is intended to be a "friend-raiser" and to include individuals who have been priced out of Heart of the Horse as ticket prices have increased.

Small Events

The target goal for Small Events is \$2,000. These include Spring Into Summer at Bridle Trails State Park, SAFE at the Safe (a day of Major League Baseball), and potentially a poker ride. The purpose of these events is to bolster revenue during months with predicted weak cash flow and to introduce new members of the community to SAFE.

Other Revenue

Animal Control Payments

Payments from Animal Control agencies, even those that formally contract with SAFE are erratic and difficult to predict. For this reason, we will assume no revenue from Animal Control in 2015.

Adoption Fees

Adoption fees are highly dependent on the type of horses in SAFE's program. The percentage of horses that can be adopted as riding horses versus companion horses is constantly fluctuating. Historically, the goal has been to adopt one horse per month with an adoption fee of \$1,000. However, the average cash flow per month from adoption fees has been closer to \$500, so the target goal for 2015 will be \$6,000.



SAFE | Save a
Forgotten
Equine

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