



SAFE | Save a
Forgotten
Equine

2015 Annual Report
2016 Budget Report

Ruby

*Friesian cross mare, seized by Animal
Control in 2014. Adopted in 2015.*

Photo by Karen Wegehenkel



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
2015 Financial Summary.....	7
Anderson and Annabelle's Story.....	9
2016 Budget Report	11
2016 Budget Notes.....	13
Veterinary Care	13
Farrier Care.....	14
Hay and Grain	14
Foster Program	14
Training Program	15
Facility Management.....	16
Community Outreach	17
Payroll Expenses	18
Management Expenses.....	18
Revenue.....	19
Special Events and Activities.....	21
Fundraising Expenses	21



Message from the Executive Director



Owen

American Bashkir Curly stallion, surrendered to SAFE in 2014.
Adopted in 2015.*

**Owen was gelded by SAFE*

SAFE will celebrate its tenth year as a non-profit rescue organization in 2016. What started as a small group of people pooling money to save a single slaughter-bound horse has grown into a well-respected horse rescue. With a tiny staff, a huge group of volunteers, and a governing Board of Directors working together, we have saved more than 200 horses from abuse, neglect, and starvation. Along the way, we've seen horses pulled back from the brink of dying and watched them transform back into the strong and beautiful creatures they were meant to be. We've given horses the opportunity to learn new skills and become good equine citizens. We've sent them on their way to new and better lives. And we've watched over them from afar, ready to lend our support should they ever need us again.

These are the moments we celebrate.

Along the way, we've had to learn from mistakes. We've had to make unthinkable difficult choices. And we've had our hearts broken time and time again. We've fought for justice and lost. We've been forced to say goodbye too soon.

These are the moments that make us strong.

Being responsible for a horse rescue for ten years has taught me more than I could possibly relay here in this brief message. One of the most important lessons? Don't go it alone. Surround yourself with people who are in it for the horses, and give those people room to shine. Share the celebrations. Weather the storms.

This Annual Report celebrates all that we accomplished together in 2015. And whether you're a donor, a volunteer, a foster, or an adopter, you're a vital part of this organization. Your investment in SAFE allows us to responsibly and sustainably meet the needs of the horses in our community. Thank you for an amazing 2015 and we look forward all that we will accomplish together in 2016!

Bonnie Hammond
Co-Founder and Executive Director



Message from the President

I was fortunate enough to participate in a “best case” scenario surrender as part of my first official duties. The owner was no longer capable of caring for her horse and had attempted to place it with a new family. Unfortunately a health exam revealed the horse was not well-suited for the riding demands desired by the new home and thus the search began again. Thankfully SAFE evaluated the horse and we were willing, and able, to take the horse under the circumstances.

I was struck when the owner burst into genuine tears when filling out the surrender contract in which she signed over ownership and agreed to forgo owning a horse for three years. She pulled up happy photos of the horse on her phone in better times as we waited for the trailer to be pulled around. She clearly cared a great deal for this animal.

While we continued to wait, I overheard a very helpful and kind trainer at the facility murmuring in calming tones that perhaps this individual could volunteer her time with a horse rescue as a way to give back and maintain some contact with horses. Distance was a factor. Apparently the owner had contacted more than twenty individuals and rescues in an attempt to find help. She disclosed the closest equine rescue to her had been so hurtful in their response to her appeal for help that she did not feel welcome or able to volunteer there.



This admission struck a chord with me. SAFE’s greatest assets are its volunteers. Horses are hard work. We all know this. The finances required to care for a horse are significant and a large part of the expense includes labor. When this labor is donated it makes the rescue of horses financially feasible. Somewhere out there a horse rescue lost a very valuable volunteer.

My point? As you look through these numbers I thank each and every one of you for your interest in understanding what it takes to run an equine rescue. I also encourage you to join me in recognizing each and every one of our volunteers for the countless hours of work they donate as well. Their contributions of time, both large and small, make all of this possible just as financial contributions, both large and small, do. SAFE strives to be a professional and well-managed rescue. Hopefully this attracts people who are able and willing to donate time and money towards our cause. This also includes treating people with respect, disclosing our finances, and being thankful for every contribution.

Eileen Carrel
President, SAFE Board of Directors

Misty

*Appy mare, seized by Animal Control in 2011.
Adopted in 2015.*



Program Highlights

Expanded Staffing at Safe Harbor Stables

Until last year, SAFE had just two paid employees: its Executive Director and its Operations Director. In 2016, we are bringing on two part-time employees to manage the barn at Safe Harbor Stables. This timeshare position will allow us to have a staff member on site seven days a week for several hours each day. Our horses are cared for by teams of volunteers, some with vast amounts of horse experience and others who are new to horse care and safety. We provide orientation and training through our volunteer program, but there is no substitute for having a staff member there to ensure that everyone is kept up to date with the horses' changing needs and that volunteers understand how to be safe around horses. These new hires will also free up the Operations Director to focus on her primary role, which is the management of programs such as Adoptions, Herd Health, Fostering, Intakes, and Outreach. Most of all, it will help us continue to provide the best possible care for the horses at Safe Harbor.

Increased Capacity Near Safe Harbor

In 2015, SAFE was presented with the opportunity to lease a small horse property within walking distance of Safe Harbor Stables. This property houses three full sized horses and has stalls with attached runs, two small grass paddocks, and an outdoor arena. Leasing this property has allowed us to cut down the number of foster homes we have to rely on, and puts three more horses under the direct care of the staff and volunteers at our main facility. This makes vet and farrier appointments more convenient, and allows potential adopters to meet more horses in a single location. It also gives us a more secure location to house horses whose owners are facing prosecution, and gives us better options for quarantine and stall rest for horses in recovery.

Advances in Organizational Sustainability

2016 will mark SAFE's ten year anniversary as a non-profit corporation and registered charity in the state of Washington. We sincerely hope that this is the first of many decades of operation that this organization will enjoy. It is crucially important that we take steps to preserve our sustainability and ensure that this rescue will continue to operate even if key personnel step away from the helm. Establishing sustainability is a long term process, but several important steps were taken during 2015. We launched the use of a powerful and comprehensive, cloud-based donor management system; we established a written policy for the practice of intaking new horses; and we created key documents used to on-board new members and preserve vital information for the security of the organization.



Program Milestones

SAFE took in the following horses during 2015:

- Anakin (*owner surrender*)
- Tess (*Snohomish County Animal Control*)
- Bean (*Snohomish County Animal Control*)
- Jessel (*Snohomish County Animal Control*)
- Scarlett (*returned to SAFE*)
- Hickory (*Snohomish County Animal Control*)
- Mesquite (*Snohomish County Animal Control*)
- Maggie (*returned to SAFE*)
- Craspedia (*owner surrender*)
- Banjo (*owner surrender via City of Snohomish Animal Control*)
- Einstein (*Snohomish County Animal Control*)
- Annabelle (*owner surrender*)
- Anderson (*owner surrender*)
- Sophie (*owner surrender*)
- Ivy (*City of Snohomish Animal Control*)
- Boone (*City of Snohomish Animal Control*)
- Ivy's Companion (*City of Snohomish Animal Control*)

The following horses died or were euthanized in 2015:

- Sapphire (*euthanized due to colic*)
- Craspedia (*euthanized due to severe injury prior to intake*)
- Ivy's Companion (*euthanized due to severe physical neglect*)

The following horses were adopted out during 2015:

- Chip
- Hickory
- Lola
- Maggie
- Einstein
- Ruby
- Misty
- Kai
- Owen
- Skittles
- Bucky B Lucky



Kai

Thoroughbred gelding, surrendered to SAFE in 2013. **Adopted in 2015.**

Photo by Deunan Berkeley



2015 Financial Summary — Expenses

General Horse Expenses	Hay and Grain	\$19,001	Facility Expenses	Lease	\$57,050
	Farrier	\$7,173		Facility Improvements.....	\$4,062
	Blanket Cleaning and Repair	\$2,392		Repairs and Maintenance	\$1,247
	Supplies.....	\$1,072		Farm Expenses	\$2,206
	Shipping and Hauling	\$1,771		Utilities	\$4,477
	Horse Sale Advertising.....	\$219		Manure Management.....	\$4,672
	Total General Horse Expenses	\$31,627		Total Facility Expenses	\$73,713
Veterinary Expenses	Routine Care.....	\$6,559	Community Outreach	Gelding Clinic	\$1,375
	Non-Emergency/Regular Care.....	\$23,814		Serenity Fund.....	\$1,469
	Emergency Care.....	\$3,139		Hay and Grain	\$444
	Extraordinary Care	\$5,895		Total Community Outreach.....	\$3,288
	Rehabilitation Board.....	\$2,931	Other Program Expenses	Tractor	\$7,000
	Euthanization/Removal.....	\$1,157		Other Program Expenses	\$4,159
	Supplements.....	\$1,945		Total Other Program Expenses.....	\$11,159
	Veterinary Supplies	\$204	Payroll Expenses	Payroll - Executive Director (annual net salary)	\$30,249
	Fecal Analysis and Deworming	\$1,192		Payroll - Operations Director (annual net salary)...	\$35,557
	Discount on Veterinary Services	(\$7,939)		Payrol Taxes	\$24,266
	Total Veterinary Expenses	\$38,897		Total Payroll Expenses.....	\$90,072
Training Expenses	Offsite Training	\$7,700	Management Expenses	Credit Card/PayPal Fees.....	\$8,134
	Offsite Training Board	\$8,400		Insurance	\$1,901
	Tack and Supplies	\$328		Staff Travel, Mileage, Parking	\$874
	Discretionary Training Funds	\$3,095		Postage and Delivery	\$537
	Total Training Expenses	\$19,523		Staff Education.....	\$680
Foster Expenses	Monthly Foster Stipends.....	\$12,721		Office Supplies and Software	\$1,848
	Total Foster Expenses.....	\$12,721		Phone and Internet.....	\$3,138
				Other Management Expenses	\$6,041
				Total Management Expenses.....	\$23,152
Total 2015 Program Expenses		\$304,151			



2015 Financial Summary — Income

Donations	General Donations	\$57,380	Other Revenue	Adoption Fees	\$11,700
	Monthly Sponsorship	\$25,759		Law Enforcement Income	\$5,839
	Fall into Winter Feed Drive	\$20,191		Rebate Programs	\$734
	Designated Donations	\$13,123		Interest Income	\$11
	GiveBIG / The Seattle Foundation	\$17,480		Total Other Revenue	\$18,284
	Grants and Foundation Gifts	\$22,500	Fundraising Expenses	Total Revenue	\$412,893
	Workplace Giving Programs	\$46,502		Heart of the Horse	(\$39,649)
Special Events and Activities	Total Donations	\$202,935		SAFE Benefit Horse Show	(\$17,929)
	Heart of the Horse	\$143,275		Other Event Expenses	(\$4,776)
	SAFE Benefit Horse Show	\$42,190		Advertising and Promotion	(\$1,099)
	Other Special Events 2015	\$6,208		Total Fundraising Expenses	(\$63,452)
	Total Special Events and Activities ...	\$191,674			

Total 2015 Program Income\$349,441



2015 Financial Summary — Totals

Program Services Expenses	\$190,927
Payroll and Management Expenses	\$113,224
Total Program Expenses	\$304,151
Revenue	\$412,893
Fundraising Expenses	\$63,452
Total Program Income	\$349,441



Anderson and Annabelle's Story

May 2015 — The Kitsap Humane Society asked SAFE to take two horses that an owner wanted to surrender. We were told that the horses were a mare and a stallion loose in a field; the mare had recently foaled; the foal had died; the mare was injured; and the stallion could only be caught by the owner, who was too ill to catch him. To a point, we are used to picking up horses from situations where any sort of normalcy has been abandoned but, every couple of years, we encounter a situation so dysfunctional that it pushes our hearts and spirit to the limit. This is the story of Annabelle and Anderson.



Annabelle
Safe at last.

When we went to assess the horses, our first thought was to cordon off part of the pasture, but it was too large for that to be feasible. We decided to assess them and see if they could be caught in a reasonable amount of time. The mare was friendly and interested in oats. She was in healthy weight but her hind leg was clearly injured and her feet were extremely overgrown. The stallion appeared to be in decent condition. While he was wary, he was quiet and initially took a carrot.

We put a halter on the mare and the situation rapidly went sideways. The stallion suddenly charged the mare, trying to mount her. The situation was dangerous and the handler let the terrified mare loose. She ran free, with the stallion chasing her. She did her best to fight him off, double-barreling at him, but he was now excited and violently determined to breed her.

We were able to catch her again and prepared to lead her out of the pasture, only to realize that the owner of the property had misled us to believe there was a functional gate out of the pasture; there was not. We started clearing a safe path to exit, but now had a haltered, injured mare, and a stallion determined to get to her. It took three people holding him off with longe whips to keep him away from the mare and handler so they could escape the pasture.

In hindsight, had we realized his level of determination and unmanageability, had we realized the lack of safe egress, and had the mare not been injured, we would have quietly exited the field and asked the appropriate law enforcement officials to step in to manage the situation. There comes a point when risking human welfare adds to the dysfunction of the situation and is inappropriate. This case reiterated that, when taking in horses, we cannot take anything an owner or onlookers say at face value and need to assess the situation step by step before taking action.

We were able to get the gate cleared and the mare safely freed. We learned that the foal she lost a few days before had been her fifth foal, the other four had also not survived. She went straight to the hospital at the Northwest Equine Stewardship Center for evaluation and treatment. We named her Annabelle.

This left us with the stallion, who was screaming and galloping down the fenceline. For both our safety and his, we decided to temporarily leave him in the pasture to see if he would be more tractable without a mare present.

We had to consider whether this horse was an appropriate intake for our program. It was clear that we were dealing with an unhandled stallion who had spent five years continually breeding one mare. If he displayed the same kind of aggressive behavior when we were trying to catch him alone, our only responsible choice would be to euthanize him. We went to bed exhausted, with heavy hearts.



The next day, SAFE's Operations Director, Terry Phelps, contacted Darik Anderson, a trainer who has extensive experience handling feral and difficult horses. Darik agreed to meet us at the pasture, assess the stallion, and give us his professional opinion on whether we could realistically try to rehabilitate him.

Darik arrived, assessed the situation, and started quietly and professionally moving the horse around the pasture. He walked up and down a large hill a seemingly endless number of times as the horse galloped away. At every opportunity, he gave the horse the chance for a quiet rub on the neck and a carrot. Every time the horse would gallop off, he would patiently send him forward and repeat the process. Again. And again. And again.

Finally, in a moment full of power and energy, the stallion stood and let himself be haltered. He and Darik walked calmly down the hill together, then rested in the shade. He walked out the gate, loaded easily into the trailer, and was driven to the hospital. In honor of the man who saved his life, we named him Anderson.

September 2015 — Following his gelding surgery in May, Anderson went to Darik Anderson for basic training on the ground and under saddle. At the risk of us inadvertently telling a Black Stallion story, let us highlight that

Anderson

Submits to letting himself be touched

Anderson's transformation was the direct result of hiring an extremely experienced trainer to work with him over the course of several months; we did not attempt this on our own. Darik Anderson had the skillset to help Anderson progress from being unhandled and dangerous to being a trained, manageable gelding.

Anderson has since moved back to Safe Harbor Stables, where he shares his dashing good looks with everyone. He is still sensitive but otherwise has transformed into a sweet, approachable, rideable gelding. Annabelle is physically rehabilitated but still needs time to learn to trust her handlers; she is looking for an adopter who will open her heart and keep her as an excellent companion horse.

A special thanks to Darik Anderson, not only for helping us with this case but for helping us catch and load other new intakes in difficult situations.



Anderson
A changed man

Photo by Jessica Farren



2016 Budget Report — Expenses

General Horse Expenses	Hay	\$15,000
	Grain	\$5,500
	Farrier	\$8,000
	Blanket Cleaning and Repair	\$1,500
	Supplies	\$750
	Shipping and Hauling	\$600
	Horse Sale Advertising	\$300
Total General Horse Expenses		\$32,050

Veterinary Expenses	Routine Care	\$9,400
	Non-Emergency/Regular Care	\$20,000
	Emergency Care	\$2,750
	Extraordinary Care	\$0
	Rehabilitation Board	\$4,000
	Euthanization/Removal	\$2,000
	Supplements	\$1,200
	Veterinary Supplies	\$250
	Fecal Analysis and Deworming	\$1,200
	Discount on Veterinary Services	(\$8,160)
	Total Veterinary Expenses	\$32,640

Training Expenses	Offsite Training	\$7,200
	Offsite Training Board	\$7,200
	Discretionary Training Funds	\$5,000
Total Training Expenses		\$19,400

Foster Expenses	Monthly Foster Stipends	\$13,200
Total Foster Expenses		\$13,200

Vehicle Expenses	Vehicle Down Payment	\$5,000
	Vehicle Loan Payments	\$4,584
	Vehicle Diesel and Oil Changes	\$3,800
Total Vehicle Expenses		\$13,384

Facility Expenses	Lease	\$67,035
	Facility Improvements	\$4,000
	Repairs and Maintenance	\$1,200
	Farm Expenses	\$2,500
	Utilities	\$4,500
	Manure Management	\$5,500
Total Facility Expenses		\$84,735

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 (net annual salary)	\$35,229
	Operations Director (net annual salary)	\$40,775
	Barn Manager (net annual salary)	\$12,233
	Payroll Taxes	\$34,331
Total Payroll Expenses		\$122,568

Management Expenses	Credit Card/PayPal Fees	\$8,275
	Insurance	\$5,000
	Staff Travel, Mileage, Parking	\$500
	Postage and Delivery	\$750
	Office Supplies and Software	\$1,750
	Phone and Internet	\$3,624
	Board and Volunteer Expenses	\$1,200
	Other Management Expenses	\$3,206
Total Management Expenses		\$24,305

Projected 2016 Program Expenses\$347,632



2016 Budget Report — Income

Donations	General Donations	\$60,000	Other Revenue	Adoption Fees	\$9,000
	Monthly Sponsorship	\$33,000		Law Enforcement Reimbursement	\$0
	Fall into Winter Feed Drive	\$20,000		Total Other Revenue	\$9,000
	GiveBig / The Seattle Foundation	\$18,000	Fundraising Expenses	Total Revenue	\$416,000
	Grants and Foundation Gifts	\$15,000		Heart of the Horse Expenses	(\$45,000)
	Workplace Giving Programs	\$50,000		SAFE Benefit Horse Show	(\$19,500)
	Total Donations	\$196,000		Other Event Expenses	(\$2,000)
Special Events and Activities	Heart of the Horse Dinner and Auction ...	\$165,000		Printing and Reproduction	(\$1,000)
	SAFE Benefit Horse Show	\$45,000		Total Fundraising Expenses	(\$67,500)
	Other Special Events	\$1,000			
	Total Special Events and Activities ...	\$211,000			

Projected 2016 Program Income\$348,500



2016 Budget Report — Summary

Program Services Expenses	\$200,759
Payroll and Management Expenses	\$146,873
Total Program Expenses	\$347,632
Revenue	\$416,000
Fundraising Expenses	\$67,500
Total Program Income	\$348,500



2016 Budget Notes



Program Services Expenses

Veterinary Care

Routine Veterinary Care

Estimated expenses for Routine Veterinary Care are reduced from a budget of \$12,135 in 2015 to \$9,400. Thanks to generous discounts from our primary veterinary providers, the SAFE horses are receiving extremely high quality care for reduced prices.

Regular Veterinary Care

Estimated expenses for Regular Veterinary Care is \$20,000. Thanks to donations from veterinarians and a generous donation from Pilchuck Veterinary Hospital, SAFE horses have received increased diagnostics and treatment at discounted costs.

Extraordinary Care

The budget for Extraordinary Care remains at zero. Extraordinary care is for unplanned non-emergency events, such as surgery. In this case, we will specifically fundraise to pay for the procedure.

Chip

Arab/Appy stallion,
seized by Animal Control
due to neglect in 2012.
Adopted in 2015.*

**Chip was gelded by SAFE*

Emergency Care

The estimated expense for Emergency Care remains at \$2,750. Although hard to predict, emergency exams are an inevitable part of horse-care.

Fecal Exams and Deworming

The estimate expense for Fecal Exams and Deworming is decreased to \$1,200. 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.

Rehabilitation Board

The budget for Rehabilitation Board has been reduced to \$4,000. Due to increased capacity at Safe Harbor Stables, SAFE has the ability and space to take on more rehabilitation, resulting in less time spent in external rehabilitation facilities at higher board costs.

Euthanization and Removal

The estimated expense for Euthanization and Removal remains at \$2,000. In extreme circumstances, SAFE chooses to intake an owner-surrendered horse that is suffering and beyond reasonable veterinary treatment. In these cases, SAFE will opt to immediately humanely euthanize the horse.

Supplements

The estimated expense for Supplements remains at \$1,200. A number of horses are on veterinary necessary digestive aids to manage their digest health and reduce the incidence of colic.

Veterinary Supplies

The estimated expense for Veterinary Supplies is \$250 and is used to provide treatment and care for minor medical needs.

Discount 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 services. The estimate value of that discount in 2016 is \$8,160. This discount does not include other generous donations by these providers.

Farrier Care

The estimated expense of farrier care remains at \$8,000. The budget in 2015 had been increased due to a number of SAFE horses requiring shoes. Thanks to improvements in the footing, and a number of farriers donating trimming and shoeing services, estimated costs have remained steady.

Hay and Grain

Hay

The estimated expense of hay is \$15,000. The cost of hay in the Pacific Northwest has 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 is \$5,500 for 2016. Like hay, we anticipate an annual 6% increase in grain prices due to increased shipping costs and increased demand for farmland for other crops.

Foster Care

The estimated expense for Foster Care is decreased to \$13,200. Due to increased capacity at Safe Harbor Stables, SAFE has approximately three less horses in the foster care program.

Training

Training is one the hallmarks of our program and a key tool in implementing our mission. The Operations Director oversees and manages the training program and does a small amount of hands-on training herself. Volunteer riders do much of the regular riding. Horses that need to be started under saddle or restarted 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.

SAFE is also extremely fortunate to receive support from trainer Joel Conner, who visits Safe Harbor multiple times per year to conduct horsemanship clinics for SAFE horses and volunteers. With Joel's guidance, we are creating a comprehensive training program for our horses. Because the horses are handled on a regular basis by qualified volunteers, it's important that all of our volunteer riders have the education and the skills needed to provide consistent training. The clinics with Joel Conner allow our volunteer riders to develop their horsemanship and riding skills, and this has already had a profound effect on the SAFE training program.

Off-site Training Board

The estimated expenses of Off-Site Training Board is \$7,200. This is not the fair market value of the board; trainers often offer us a reduced price around \$400 per month.

Off-site Training

The estimated expense of Off-Site Training is \$7,200. Like Off-site Training Board, training is often offered at a discounted rate, with an average of \$400 per month.

Discretionary Training

SAFE will continue to budget \$5,000 to be used in the training program as needed. These funds may be used for clinics, lessons, specialized training, tack purchases, or entry fees for schooling shows.



Hickory

Arabian stallion*, seized by Animal Control due to neglect in 2015. **Adopted in 2015.**

Photo by Jessica Farren

*Hickory was gelded by Animal Control

Other Expenses

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 horse wear from our generous supporters. We have budgeted \$1,500 for the ongoing cleaning, waterproofing and repair of these blankets in 2016.

Shipping and Hauling

In January 2016, SAFE purchased its very own truck. This means that SAFE will rely less on staff and volunteers to haul using personal vehicles and reduce mileage reimbursement costs in this area. \$600 is budgeted for shipping and hauling in 2016.

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 2016.

Facility Expenses

Manure Management

The total estimated manure management expense is \$5,500. Beginning last year, SAFE was able to provide bedding in stalls, which provides many important benefits to our horses, most importantly providing them a soft surface on which to lie down and sleep. SAFE will continue this practice in 2016 and allotted these funds to include the purchase of bedding and removal costs.



Lease

SAFE's property lease continues at a rate of \$4,750 per month for the first half of 2016. For the second half of the year, SAFE anticipates a 5% increase in lease costs. The lease includes Safe Harbor Stables, as well as the adjacent house that is used as both an office, as well as a residence for SAFE's Executive Director. Beginning in June of 2015, SAFE signed a lease with a property owner located just down the street from Safe Harbor Stables, which provides the use of three additional stalls. The satellite barn lease will continue in 2016. The total cost of leasing in 2016 is \$67,035.

Lola

*Half Arab mare, rescued by SAFE
as a six month old in 2008.
Adopted in 2015.*

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 2016 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.

Repairs and Maintenance

This category includes costs associated with repairs and maintenance of the facility in order to maintain the safety and condition of the premises. The estimated annual cost is \$1,200.

Utilities

The cost of utilities will be \$4,500. The utilities for Safe Harbor Stables and the satellite barn are expected to be \$1,750, and the utilities for the residence and office space is \$2,750 for 2016. This includes electricity, garbage and the Honey Bucket rental. The monthly cost of water for the property and house is included in our lease payment.

Vehicle

In January, 2016 SAFE reached a huge milestone in being able to purchase a truck. Owning a vehicle is crucial to be able to transport horses without having to rely exclusively on volunteers. It also reduces the liability of using personal vehicles to haul SAFE horses. SAFE has made a down payment on the truck, and has obtained financing through Pacific Continental Bank. The expected total monthly loan payments for 2016 are \$4,584. The cost of diesel is estimated to be \$3,600 and SAFE has allotted \$200 for quarterly oil changes and minor maintenance for 2016.

Community Outreach

SAFE's Community Outreach program is designed to help local horse owners who are having temporary difficulty providing adequate care and services for their horse. In 2016, we have funds committed to three crucial Outreach services: gelding stallions, performing humane euthanasia and a Hay and Grain Bank.

Gelding Voucher Program

The 2016 budget allots \$750 to provide community members with vouchers to assist with the cost of gelding procedures.

Serenity Fund

In 2015, SAFE responded to four requests to provide funds for euthanasia and removal. SAFE will continue to allocate \$1,000 in 2016 to the Serenity Fund to ensure that service is available to the community.

Hay and Grain Bank

This program is designed to offer short term assistance, approximately three months of hay, grain and vitamins to applicants showing financial need and a plan for the future well being of their horse. We have allotted \$4,000 to provide this service in 2016.

Payroll Expenses

In 2016, SAFE will have four paid staff positions: the Executive Director, the Operations Director and two part time Barn Managers.

Payroll

The Executive Director receives an annual gross salary of \$43,200 per year, in addition to a \$1,400 per month housing allowance which is non-taxable income. The Operations Director receives an annual gross salary of \$50,000 per year. The Barn Manager positions are part-time, hourly position and it will cost approximately \$25,000 to fund these positions in 2016.

Payroll Taxes

SAFE is responsible for the payment of all federal and state payroll taxes and withholdings for its 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

The majority of donations SAFE receives come in via credit card payment. 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 \$8,275 in credit card and PayPal fees in 2016.

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. With the purchase of a truck in 2016, SAFE will also incur the expense of vehicle insurance. The expected cost of providing insurance in 2016 is \$5,000.

Staff Travel, Mileage and Parking

The budget for this category is \$500. Most staff travel is proximal to Safe Harbor Stables in Woodinville, however, there are circumstances that require our staff to occasionally travel longer distances, such as checking on a horse in training, or working on intake cases.

Bucky B Lukcy

Thoroughbred gelding, returned to SAFE in 2012. Adopted in 2015.

Photo by Sherrie Leake



Postage and Delivery

The 2016 budget allows for \$750 in postage related expenses including 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. The 2016 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 2016 budget has allowed \$1,750 to cover the costs of office supplies and software licensing.

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 have business use cell phones, as it is essential that they have the ability to communicate outside of the office, without relying on personal phones. The 2016 budget allots \$3,624 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.

Revenue

General Donations

Einstein

*Appendix gelding, seized
by Animal Control in 2014.
Adopted in 2015.*

The target goal for General Donations is \$60,000. The 2015 actual total was \$57,379.82, with a budgeted amount of \$50,000. This has been a consistent area of growth and an increase of 20% for 2016 is appropriate and in line with general giving increases over the last two years.

Monthly Donations

The annual target goal for Monthly Donations is \$33,000 which is a 28% increase over monthly donations in 2015. This is an area of growth for the Executive Director who is implementing the SAFEKeepers Club to encourage and reward monthly sponsorship. Ideally, this area of giving would grow 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.

Animal Control Payments

Payments from Animal Control agencies, even those SAFE has contracts with, are erratic and difficult to predict. For this reason, we will assume no revenue from Animal Control.

Adoption Fees

Adoption Fees are highly dependent on the type of horses currently 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 is closer to \$750, so target goal for 2016 will be \$9,000.

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 \$50,000. This is a 42% growth over the 2015 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 predicted at a bimonthly rate of \$8333.



Special Events and Activities

Heart of the Horse Gala and Auction

The target revenue goal for Heart of the Horse is \$165,000. Last year, the event was successfully held at a larger venue, The Golf Club at Newcastle. SAFE plans on continued growth in attendance and sponsorships for this gala event.

Skittles

Quarter horse mare, seized by Animal Control in 2013. Adopted in 2015.

Photo by Karen Wegehenkel

SAFE Benefit Horse Show

The target goal for the SAFE Benefit Horse Show is \$45,000. SAFE has largely maximized the amount of revenue it can achieve at the horse show. The revenue in 2015 surpassed budget expectations and was actually \$42,190, thanks to strong sponsorships and the Gambler's Choice Challenge. At this rate, \$45,000 is a reasonable goal for this consistently growing event.

Small Events

The target goal for Small Events is \$1,000. These include small events held at Safe Harbor Stables, including Open Houses and other small events such as clinics. The purpose of these events is both to bolster revenue during months with predicted weak cash flow as well as to introduce new members of our community to SAFE.

GiveBIG

The target goal for GiveBIG is \$18,000. GiveBIG is an annual Seattle-area fundraising event run 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.

Fundraising Expenses

Heart of the Horse Expenses

Expenses associated with Heart of the Horse include venue rental, catering, audio/visual equipment, professional services (auctioneer and event management), printing, postage, supplies, and decor. The majority of these expenses are covered by the cost of the tickets. In 2016, we estimate that expenditures for Heart of the Horse will be \$45,000.

SAFE Benefit Horse Show

The costs involved in putting on the horse show include rental of the showgrounds, stall rental, equipment rental, rental of tables and chairs, meals, t-shirt printing, purchase of ribbons and awards, volunteer food and drink, signage, and other expenses associated with putting on a two-day horse show. Some of these costs, like stall rental, are covered by the competitors. Others are covered by sponsorships. In 2016, we estimate that expenditures for the annual horse show will be \$19,500.

Note: SAFE does not make use of professional or commercial fundraisers, nor do we hire outside consultants for the purpose of assisting us in our fundraising efforts.



SAFE | Save a
Forgotten
Equine

www.SAFEHORSES.org

Bonnie Hammond, Executive Director
Terry Phelps-Peddy, Operations Director

Board of Directors

Eileen Carrel, President
Jeannette Parrett, Vice President
Lara Lutz, Treasurer
Carol Olson, Secretary
W. Andrew Carrel
Maeve Harris
Sheridan Jones