



SAFE | Save a  
Forgotten  
Equine

2016 Annual Report  
2017 Budget Report

Farren Photography

**Anakin**

*Thoroughbred gelding, surrendered to  
SAFE in 2015. Adopted in 2016.*

*Photo by Jessica Farren*



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## *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

As I write this introduction to the 2016 Annual Report, 2017 is already very well underway. SAFE kicked off 2017 by packing up our herd and making the move to an incredible new farm in the nearby city of Redmond WA. Our new home is everything we've dreamed of: nearly 12 acres, 30 stalls, three riding arenas, and direct access to trails. Best of all, this property is centrally located in a metropolitan area that is home to Microsoft, Amazon.com, Starbucks, and 7 other Fortune 500 companies. The perfect location for an "urban horse rescue" like Save a Forgotten Equine!

How quickly we forget that a good chunk of 2016 was occupied by the planning, negotiation, and decision-making that precedes a move like this. I am deeply indebted to the many individuals who took this challenge on, in particular, the members of the 2016 SAFE Board of Directors. Working together, we secured an incredible home for our organization, with long term stability and tremendous opportunity for growth.



2016 will always be remembered as the Year of Anakin. Transforming this magnificent horse from a walking skeleton into a shining beauty was a tremendous accomplishment and an experience that brought us closer together as a community. Thanks to KOMO-TV and other media outlets, Anakin's rescue and rehabilitation played out in public and his compelling story brought a lot of new people to SAFE. We saved this horse together, and we all have so much to be proud of. You can read Anakin's entire story on page 10 of this Annual Report, or online at [www.safehorses.org](http://www.safehorses.org).

The accomplishments celebrated in these pages are yours as well as ours, because without you, SAFE would not exist. 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 another amazing year and we look forward to working with you in 2017!

Bonnie Hammond  
Co-Founder and Executive Director

### **Anakin**

*Thoroughbred gelding, surrendered to SAFE in 2015.*

***Adopted in 2016.***

*Photo by Jessica Farren*



## Message from the President

In my relatively short time as a member of the SAFE Board of Directors, one thing that stands out to me about SAFE, above and beyond all else, is PASSION. Each person I meet at SAFE cares deeply and genuinely about the horses and about our cause. I am honored to be part of such a committed community and I have a deep appreciation for the dedicated and hard-working volunteers and staff. Having worked mostly in the for-profit world, I know that there is no greater reward than the opportunity to work with passionate people/volunteers in an outstanding organization.

Like most non-profits, we rely mostly on volunteers to run our operations, including a volunteer board of directors. Our volunteers are crucial to the day-to-day running of our organization, from the care of our equine guests to all that goes into running and maintaining a 12-acre facility. We are grateful for all the volunteers, donors and staff that assist us each year and continue to support our efforts with their time and resources. Know that every penny or minute you give to SAFE goes towards the rescue and care of equines.

It's a very exciting time to be part of the SAFE organization. We have completed our transition to our new home in Redmond. Our new facility is 4 times larger than our previous home and we now have the necessary space for our herd to spend the entire day outside, being horses.

We would like to continue building our volunteer network, and I would like to encourage you to contact us if you have an interest in serving. Just one day a year of service can and does make a difference.

As I look ahead to the rest of 2017 and beyond I'm energized by SAFE's future and honored to be part of that future.

Thank you for your continued support of SAFE

Richard Duncan  
President, SAFE Board of Directors.



### **Oscar**

*Arab stallion\*, seized by Animal Control in 2012.*

***Adopted in 2016.***

*Photo by Jessica Farren*

*\*Oscar was gelded by SAFE*



# Program Milestones

SAFE took in the following horses during 2016:

- *Aubrey (owner surrender)*
- *Lacey (owner surrender)*
- *Stevie (owner surrender)*
- *Gracie (owner surrender)*
- *Mason (owner surrender)*
- *King (Pierce County Animal Control)*
- *Stormy (Pierce County Animal Control)*
- *Prince (owner surrender)*
- *Rico (owner surrender)*
- *Rosie (owner surrender)*
- *Ruckus (owner surrender)*
- *Vita (owner surrender)*
- *Sierra II (returned by adopter)*

The following horses died or were euthanized in 2016:

- *Shay (euthanized due to infirmities of age)*
- *Rocky (euthanized due to infirmities of age and neglect)*
- *Honey (euthanized due to severe physical neglect)*

The following horses were adopted out during 2016:

- Mesquite
- Karma
- Tess
- Phoenix
- Bean
- Khianna
- Anakin
- Scarlett
- Oscar
- Sophie



## **Phoenix**

*Saddlebred gelding, seized by Animal Control in 2008.  
Returned to SAFE in 2013. **Adopted in 2016.***

*Photo by Jessica Farren*



# Thank you to our 2016 Donors!

## \$25,001 and above

  
The Gary E. Milgard Family Foundations

The Alice Pennells Trust  
*In Loving Memory of Michael & Mark*

## \$10,001-\$25,000

Jamie Hills	Microsoft Employee Giving	Jane Millar
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## \$5,001-\$10,000

ASPCA Equine Fund Sheridan Jones	Tiffany Lindan Pilchuck Veterinary Hospital	Kyle Putnam Svane's Foundation
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## \$1,001 to \$5,000

14 Hands Winery Carol Alpiner Jennifer Anderson Cathy Baker Boeing Employee Matching Program Caryn & Mike Bujnowski Asa Caditz William & Eileen Carrel Cathi Champion Cheryl Cho Anne Christensen & Arne Ness Sharman Conner Daugherty Family Fund Mt. Rainier Equine Veterinary Services Jessica Farren	David Freeburg Estate of Amy Fujisato Bill & Melinda Gates Foundation Robert & Judith Hammond Maeve Harris Art Sherry Hansen Diane Higgins Prodigious Fund Lisa Johnson The Carl Jud Foundation Henry Kaiser Family Foundation Laurel Kelly & John Simms Brian & Joy Lewis Lara & Tad Lutz Laura McCorkle & Patrick O'Kelley	Kim McKeighen Pacific Moon Equestrian Center Jeannette & Les Parrett Pella Rollscreen Foundation Suzi & Steve Puckett Rainland Farm Equine Clinic Mary Ann Redeker Marv & Kaye Romsland Joseph & Bernice Schick Carl Sommer Charitable Fund David Sova Roni Strupat Eve M Tai Tyco Matching Gifts Program Julie Wartes & Paul Michael
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## \$501-\$1,000

Heather & John Paul Andreini Carolyn Beko Kim Carter Lynda Caghey Judith Crosby Torrey Edwards Maureen Ellison Lauren & Bryan Engle Keiley & Phil Giboney Samantha Guijarro	Sara Hall Meaghan Heberlein Marcella Heckman Stephanie Holderreed Erin & Michael Jacobsen Rebecca Johnson Mary Jones Jane Lagerstrom Elizabeth Leech Jackie Liles JoAnne & Dwight Locke	Debby Martin Allison McDonell Caren McMillen Susanne Meslans Lola Michelin Gwendolyn Moore Gail Nettles Olson's Tack Shop Carol & Marty Olson Pallettes and Pairings Kerri Pearson	Pat Riehl Tony Scripa Erin Segale Starbucks Partner Match Jeanne Stine Judith & Michael Tembreull Carole Viney Brandee Warren Charlotte Yarkoni
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## \$251-\$500

Adobe Employee Giving Jaime Baker Lisa & Paul Bialek Helen Biller Patti Blazer Randall Bramstedt Alicia Brattin Taryn Bruns Andrea & Stephen Capizzi Candace Carlson Lauren Carroll Geraldine Cherry Chevron Matching Gifts Margaret Colony Ann Daigle Debbie Dern Irene Dunham Sara Eggers Cheri Ellstrom Barb Ferderer Debra Fouts William & Linda Freeburg Judy Glaser Beth Glosten Blake Goldberg Goldman Sachs Philanthropy Fund Traci Goodwin Sally Gregg Stacey Griffin James Grua Victoria Guy Patty Hughes Robin Hunt Precor Incorporated Therese Jardine Caryle Johnson Bainbridge Organic Distillers Jason King Debbie Kinson Candi Kintzley Sweeney Road Old Horse Retirement Home	Liz Lennox Ryan Luke & Trisha Newell Tamara Malone McKinstry Co Charitable Foundation Richard & Lisa McMillan Deborah Meyer Elizabeth Mitchell Wendy Mollat, DVM Terri Mooberry Judy Moursund Kelly Munro Ksenia Nasielski Larry & Patsy Neher Kelsey Nicholls Country Square Western Wear Jeannie Nordstrom Saving Baby Equine Rescue Penny Palmer Cynthia & David Patterson Carly Pearl-Sacks Terry Phelps-Peddy Kristen Gulbran Melonie Rainey Barb Rigelhof Debi Shatos Amara Simons Marta Smith Kara Stearman Brittney & Darby Stewart Alison Stout Debra Stranne Amy Swenson Rebecca Sykes Carmen Teneyck-McDowell Kit Topaz Karen Turley Jenny Wagner Shawn Wells Whitney Wiggins Bob & Debbie Wiggins Julie Winkler Beck Wren
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## Up to \$250

Gina Abernathy	Chris Carl	Sabrina England	Timothae Harvey	Joan Lamb	Lori Mueller	Jane Raftery	Maureen Strieb
Michelle Ackermann	Tracy Carrithers	Enumclaw Dodge	Scott Harvey	William Lange	Katherine Murdoch	Kay Ranson	Cody K Strothman
Jeannette Adams	Tami Cays	Jerri Etchason	Cambia Health Foundation	Mary LaRose	Charley & Cathy Murphey	Balanced Horse Veteri-	Barbara Strzykalski
Kelly Adams	Shelly Cerio	Kathy Evans	James Henderson	Susan Latta	Diane Muth	nary Service, PLLC	Jen Sutherland
Mike & Brenda Adams	Lisa Chambers	Experian	Molly Hepkin	David LeBlanc	Shelly Navarre	Krista Rave-Perkins	Tray Svendsen
Jessica Agi	Sara Charhon	Gwendolyn Fairbanks	Patricia & Anthony	Stacie Lee	Trisha Newell	Jennifer Reed	T-Mobile USA, Inc.
Patti Aguetaz	Jennae Charlton	Nancy Falcone	Hernandez	Deb Lehtinen	Katrina Newstrom	Jennifer Reyes	Michael Tai
Melissa Alexander	Natasha Chornesky	Jennifer Faley	Nadine Hibbs	Marisa Lenhardt	Margaret Norden	Karen Rhatigan	Laura Tallmadge
Ann Amort	Yaffa Chudnow	Roy Farren	Radha Higgins	Kathy Levang	Christine Niemann	Stephanie Richardson	Chris Tann
Roger & Lisa Anderson	Wendy Clark	Ashley Farrington	Jackie Higgins Gonzalez	Kathryn Lewis	Kari Nipert	Dawn Rieger	Kay Tarapolsi
Family Fund	Stacie Clark	Tabitha Femling	Nancy Hines	Catherine Lile	Donald Nordby	Michael Riggins	Alanna Taylor
Ashley Anderson	Cindy Clarke	Michele Filley	Devina Hinojosa	Tyson Lin	Margaret Norden	Laura Riordan	Laurie Taylor
Carolyn Anderson	Harriet Clarke	Catherine Fitzgerald	Melinda Hirsch	Kimberly Linden	Pattie Norman	Sheila Ritchie	Susan Terjeson
Ashley Arola	Cindy Claypool	Sarah Forster	Holly Hirzel	Ariel Loh	Leslie Norton	Dana Ritter	Kathleen Terry
Molly Austin	Brent Collett	Margaret France	Rachael Hitchcock	Susan M London	Teresa Obert	Helga Roberts	Thomson Reuters My
Pam Babitsky	Sheree Collins	Bridget Franklin	Carol Hobgood	Karol Love	Margaret Odom	Gina Rodrigues	Community Program
Anne Bailey	Becca Conklin	Heidi Furseth	Elisa Hoelscher	Jennie Lovell	Janice OKelley	Shirley Rogers	Cindy Tingley
Cynthia Baird	Paula Conner	Diane Gallegos	Barbara Holderreed	Michelle Luo	Paul Olmstead	Kelly Rollin	Laurie Tipton
Nancy Smith	Craig Conner	Martha & Harry Gallion	Marcia Holt	Corinna Lyon	Kathleen Olsen	Stacy Rosenbach-Duex	Rachael Topaz
Staci Baldwin	Robin Cordell	Dianne Garcia	Mary Kathleen Hope	Susie Lytal	Cathy Olson	Jackie Ross	Carol Trapp
Bank of America	Jennifer Cormier	Beverly Garnes	Mary Houghton	Kim MacEachern	Lisabeth Olver	Alecia Rossano	Susan Turner
Charitable Foundation	Adrian Corson	Allen Garr	Kastle Huffaker	Michole Madden	Kasey Omon	Anne-Marie Rousseau	Suhas & Deepika Uliyar
Orion Equestrian	Adam Costarella	Lisa Garr	Tahnya Huneidi	Rhetta Maide	Teri Oosterwyk	Debra Rousseau	Lola Van Austen
Christine Barbon	Five C Farms	Jonathan Garrigues	Tina Hurley	Maria Malin	Dvorah Oppenheimer	Susan Ruffo	Marian Verba
Stephanie Begley	Shelley Covington	Elizabeth Gartner	Ian Huskey	Anell Marcu	Susannah Oram	Bella Ruiz	Nicole Vifian
Carol Benge	Leila Crawford	Tracy Green	Wynn Hyht	Gordan Marks	Eldean Orozco	Francine Ruley	Derik Voigt
Sara Benitez	Don & Angie Crist	mary gehring	Indian Maid Products inc	Steve Martin	Helen Owens	Barry Sacks	Frederick Von Holt
Betty Bennett	Graham Crow	Meribeth Geiger	Scott Kaufman	Marsha Martin	Lori Page	Jeannie Sanders	Joe Wack
Luann Berman	Patty Cuplin	Sherril Gerell	Michael Jacob	Stephen Martin	Diane Parry	Fran Sant	Rebecca Ward
Jake Bernstein	Rebecca Cypher	Melissa Gindhart	Dej Jacobs	Samantha Massaglia	Susan Payne	Sandra Samantha	Edith Warring
Kristi Best	Joel Dale	Girl Scout Troup #44567	Brett Jacobson	Karen Maxwell	Shayla Pendleton	Schierman	Alison Waters
Lisa Best	Kim Daniel	Donna Gleason	Sharon Jepsen	Lynna Mazer	Melissa Pendleton	Sharon Senger	Kimberly Watson
Victoria Billingsley	Kristen Daniels	Laura Glickman	Camille Johnson	Jennifer McAfee	Lori Penor	Renee Shadel	Leanne Webber
Jason Black	Melissa Daniels-Zaineb	Heidi Baker-Gludemans	Kimberly Johnston	J. McCabe	Kyle Peppard	Jaimie Shea	Mary Weist
Kim Bledsoe	Nordness Daria	Patricia Godomski	Robert Jones	Richard McCorkle	Stephanie Perkal	Kacie Sheeler	Wells Fargo Employee
Catherine Bloomfield	Das Brat Wagon	Victoria Goff	Monte Jordan	Pam McCoy	Elisabeth Picrin	Floyd Sheets	Giving
Kristine Booth	Miriam Davis	Corey Goff	Jerry Julian	Gillian McCracken	Rachel Peters	Lori Shufelt	Professional Equine
Dawn Bova	Rowena Defato	Kelly Goodwin	Just Horsin' Around 4-H	Alan McCready	Linda Peters	Debbie Siegel	Theraputic Services
Candice Boyd	Pirjo DeHart	Google Employee Giving	Club	Amy McCudden	Lindsey Peterson	Stephen Simpson	Jeanette Whitmire
Yvonne Bradeen	Laura DeJong	Laura Gorcester	Regina Kail	Diane McDougall	Lisa Peterson	Dawn Charlson	Kristina Wibbens
Barbara Breckenfeld	Mark Dell'Aglio	Linda Grandia	Louise Kefelian	Carla McKendry	Suzanne Pettersson	Emilee Sisco	Cathy Wilkinson
Cristina Brendicke	Judith DeMarsh	Robert Grimm	Emily Kehne	Linda McKillop	Janet Pettibone	Stephani Siudmak	Rachel Wilkinson
Michelle Brinton	Nicole Demetrescu	Eli Grun	Sandra Kelly	Jeanne McKnight	Charles Phillips	Brooklyn Sleeper	Joan Williams
Julie Brown	Steven Denton	Paula Gustafson	Karen Kelly	Lori McMaster	Christian Piccini	Sara Slusza	Megan Wilson
Caren Brown	Ruth Dillon	Marcie Gwiazdon	Roxane Key	Laura Meadors	Sherry Pickett	Lyn Solomon-Linzelle	Kathleen Winder
Stephen Brown	LaFay Dillon	Kelly Hambidge	Hidden Falls Farm	Barbara Mericle	Kristina Pieters	Lori Sorensen	Colin Winkley
Vidette Buchman	Leslie DiMaio	Bonnie Hammond	Ruth King	Terry Merrifield	Michael Pilsner	Joanette Soushek	Ken Wolfe
Maureen Buckley	Elizabeth Dingler	Serena Hanke	Karen Kitterman	Melinda Merryman	Kim Poe	Margery Spears	Suze Wood
Sarah Leibman	Bruce Dodds	Linda Hansis	Susan Knipe	Lindsey Miller	Becky Pohlman	Matthew Speltz	Kathy Woodard
Bungie Foundation	Richard & Jolene Duncan	Bonnie Hanson	Kathy Koch	Bruce & Rebecca Milne	Dawn Porter	Leslie Spero	Valerie Wood
Megan Burnett	Marelaine Dykes	Gilad Harazy	Corissa Koopmans	Jayne Minamoto	Don Potts	Anna Stein	Elsa Lai Ying Lee
Stephanie Burns	Sharon Eagan	Katherine Harper	Stephanie Korhel	Elizabeth Mitchell	Lynsey Price	Toby Sterman	Hope Zock
Becky Callihan	Norma Elias	Grace Harrington	Daniel Kumberger	Crescent Moegling	Shylah Puga	Abby Stern	Melinda Zopfi
Teresa Canady	Kirsty Ellison	Corrine Harris	Carrie Lacher	Cyndi Moen	Erica Putnam	Sheri Stewart	Carrie Zuther-Bruns
Leslianne Carbary	Cindi Engelhardt	Ryan Harrison	Celine Lai	Julie Morton	Robin Quiroga	Elizabeth Storey	



## 2016 Financial Summary — Expenses

### General Horse Expenses

Hay and Grain .....	\$23,365
Farrier .....	\$9,603
Blanket Cleaning & Repair.....	\$1,506
Supplies.....	\$677
Shipping & Hauling.....	\$55
Horse Sale Advertising.....	\$85
<b>Total General Horse Expenses .....</b>	<b>\$35,290</b>

### Veterinary Expenses

Routine Care.....	\$8,163
Non-Emergency/Regular Care.....	\$14,175
Emergency Care.....	\$257
Extraordinary Care .....	\$11,002
Rehabilitation Board.....	\$400
Euthanization/Removal.....	\$1,150
Supplements.....	\$857
Veterinary Supplies .....	\$309
Fecal Analysis & Deworming.....	\$1,092
Discount on Veterinary Services .....	(\$4,791)
<b>Total Veterinary Expenses .....</b>	<b>\$32,613</b>

### Training Expenses

Offsite Training .....	\$3,910
Offsite Training Board .....	\$3,910
Tack & Supplies .....	\$4,637
Discretionary Training Funds .....	\$1,608
<b>Total Training Expenses .....</b>	<b>\$14,065</b>

### Foster Expenses

Monthly Foster Stipends.....	\$7,950
<b>Total Foster Expenses.....</b>	<b>\$7,950</b>

### Facility Expenses

Lease .....	\$68,350
Facility Improvements.....	\$9,683
Repairs and Maintenance .....	\$380
Farm Expenses .....	\$4,823
Utilities .....	\$6,198
Manure Management.....	\$8,014
<b>Total Facility Expenses .....</b>	<b>\$97,447</b>

### Community Outreach

Gelding Assistance.....	\$135
Serenity Fund.....	\$883
Hay and Grain / Other .....	\$1,011
<b>Total Community Outreach.....</b>	<b>\$2,029</b>

### Other Program Expenses

Auto Loan Payments.....	\$4,829
Truck Diesel / Maintenance Expenses.....	\$1,340
Asset Purchases.....	\$25,763
Other Program Expenses .....	\$8,009
<b>Total Other Program Expenses.....</b>	<b>\$39,942</b>

### Payroll Expenses

Payroll - Executive Director (annual net salary) .....	\$35,431
Payroll - Operations Director (annual net salary)...	\$40,885
Payroll - Barn Managers (annual net hourly) .....	\$18,895
Payroll Taxes.....	\$32,997
<b>Total Payroll Expenses.....</b>	<b>\$128,209</b>

### Management Expenses

Credit Card/Paypal Fees .....	\$7,856
Insurance .....	\$3,973
Staff Travel, Mileage, Parking .....	\$637
Postage and Delivery .....	\$339
Staff Education.....	\$667
Office Supplies and Software .....	\$1,466
Phone and Internet.....	\$2,641
Other Management Expenses .....	\$3,840
<b>Total Management Expenses.....</b>	<b>\$21,419</b>

**Total 2016 Program Expenses..... \$378,965**



## 2016 Financial Summary — Income

Donations	General Donations .....	\$76,232	Other Revenue	Adoption Fees .....	\$8,900
	Monthly Sponsorship .....	\$26,554		Law Enforcement Income .....	\$1,700
	Fall into Winter Feed Drive .....	\$20,713		Interest Income .....	\$16
	Designated Donations.....	\$5,131		Sale of Assets .....	\$3,200
	GiveBig / The Seattle Foundation .....	\$12,131		<b>Total Other Revenue.....</b>	<b>\$13,816</b>
	Grants and Foundation Gifts.....	\$94,750			
	Workplace Giving Programs.....	\$67,425		<b>Total Revenue .....</b>	<b>\$412,893</b>
	Bequests .....	\$2,500			
	<b>Total Donations .....</b>	<b>\$305,436</b>	Fundraising Expenses	Heart of the Horse .....	(\$38,562)
Special Events and Activities	Heart of the Horse .....	\$153,496		SAFE Benefit Horse Show.....	(\$28,732)
	SAFE Benefit Horse Show.....	\$52,743		Other Event Expenses .....	(\$3,330)
	Other Special Events 2016.....	\$5,587		Advertising and Promotion .....	(\$913)
	<b>Total Special Events and Activities ...</b>	<b>\$211,825</b>		<b>Total Fundraising Expenses .....</b>	<b>(\$71,537)</b>
			<b>Total 2016 Program Income .....</b>		<b>\$459,539</b>



## 2016 Financial Summary — Totals

Program Services Expenses .....	\$229,336
Payroll and Management Expenses.....	\$149,629
<b>Total Program Expenses .....</b>	<b>\$378,965</b>
Revenue.....	\$531,076
Fundraising Expenses .....	(\$71,537)
<b>Total Program Income .....</b>	<b>\$459,539</b>



# Anakin's Story

The story began early on a Monday morning, in December 2015 with an email asking for our help. It was from a woman in Winlock WA who wanted to know if SAFE had room to take in an emaciated Thoroughbred gelding. She had rescued him a few days earlier, and it had become clear to her that he was going to need much more help than she would be able to provide. While SAFE's intake team was discussing how best to help, a second email



**Anakin**  
*Before*

arrived. The horse was down on the ground and was unable to get back to his feet. He'd laid down to rest, and his weakness, combined with the wet, over-saturated ground he was lying on, had made it impossible for him to stand up. He was stiff, cold, and tired, and bad weather was on the way.

Rescuers from the Washington State Animal Response Team (WASART) were deployed to the property to lift the horse to his feet using a tripod and hoist. More than one rescuer

commented on Anakin's demeanor during the complicated procedure: he was calm, relaxed, and fairly unconcerned about what was happening. WASART responders often find that horses who have been through such an ordeal will eventually just give up and give in to exhaustion. Not Anakin. Clearly this was a horse with a strong will to live.

Once he was back on his feet and able to stand on his own, Anakin was shipped north in a horse trailer to become a SAFE horse. He arrived a bit worn out from the journey, but still bright, alert, and interested in his new surroundings. And then his blanket was removed...revealing the skeletal frame of this brave and valiant horse. In ten years of rescue, I have never seen a horse as thin as Anakin was when he arrived. His body could have been used to teach an equine anatomy lesson: nearly every bone was prominent. We were told that he may have been in this condition for several months, so there was strong possibility that his internal organs had been compromised by prolonged starvation. Blood was drawn to test his liver and kidney functions. Waiting for the results of that bloodwork meant a restless and worried night for us all.

In the morning, three wonderful things happened. Anakin greeted his caretakers with a soft and sweet nicker...and the initial bloodwork showed no indication of permanent damage to his internal organs. Anakin might just survive. Much celebration and cheering ensued as the good news spread.

And the third wonderful thing? SAFE Board member Jet Parrett had done some sleuthing overnight, and she had stumbled upon some surprising information about Anakin's background. After studying photographs, researching his tattoo, and some very interesting phone conversations, we realized that Anakin's remarkable story started long before his rescue in Winlock.

In June of 1995, a Thoroughbred, who would later be named Intercopilot, was born in California. He would go on to have an unremarkable career as a race-horse, and eventually wound up in a kill pen at the age of three. Intercopilot was rescued from that kill pen by researchers from California State Polytechnic University in Pomona, better known as Cal Poly Pomona. They christened the chestnut gelding Anakin.

Holly Greene is a researcher at Cal Poly who worked extensively with Anakin during his time at the Equine Research Center which was established in 1980 to study horse health, reproductive physiology, behavior, parasitology and immunology. Anakin was one of a group of horses who participated in locomotion studies, as well as exercise physiology, biomechanics, energetics, and high altitude studies. Anakin also participated in altitude studies, spending extended periods in the mountains at 12,000 feet while researchers studied the effects of high altitude on horses. In the photo below, taken in 2001, Anakin is the subject of a locomotion study in which reflective markers are being used to help measure limb angles and a force plate is measuring the forces generated during the jump. Seeing this,

it's suddenly less surprising that he handled WASART's sling and tripod with such ease. He is certainly a horse who is accustomed to having strange equipment strapped to his body!



Holly described Anakin as a phenomenal horse for this work, and says that he was very well loved by the students that came through the research center. He was so good natured that even the most inexperienced students could work with him safely. The horses in the research string were treated with great care, receiving a lot of grooming, handling, and treats. Anakin was one of the few Thoroughbreds in the study, and his personality made him a favorite with staff and students.

In 2007, following the death of ERC director Dr. Steven Wickler, the ERC began losing funding and financial support for its research, and by 2010, the program was on hiatus. The horses in the research string had to be rehomed. Holly said she considered keeping Anakin herself, but realized she didn't have the time or resources to devote to the now 15 year old gelding. Instead, Anakin was given to one of her students, who took him on as a dressage horse. It was a good home, Holly says, and she visited him there several times, but eventually lost touch with him. When she learned that he was fighting for his life in Washington state, she was shocked and deeply saddened by the news.

From this point on, Anakin's story gets murky. He was sold to a different family in California, and five years later, he ended up in that field in Washington state. Although we eventually talked to a few individuals who claimed to have owned him, no one would take responsibility for the condition he was rescued in. There would be no justice for Anakin's suffering.

But our primary concern was keeping this wonderful horse alive. Anakin spent nearly four weeks as an inpatient at Pilchuck Veterinary Hospital, where technicians used a mechanical hoist and sling to help Anakin get back up after his daily naps. Anakin was a perfect patient, who dutifully cleaned his plate at every meal. The vets at Pilchuck kept Anakin on a strict re-feeding diet, which essentially consisted of many small meals of soaked hay throughout the day and night. This gave Anakin's digestive system the time to readjust to processing food, slowly and safely making him gain weight.

There was a point, about three weeks into Anakin's stay at Pilchuck where we began to second guess our decision to try to save his life. Anakin was gaining weight and getting healthier, but he still lacked the muscle strength to lift himself off the ground after laying down. The care he was receiving was enormously expensive, and would have been difficult to justify had it not been for the incredible outpouring of donations that were sent to SAFE in Anakin's name from all across the country. Still, at 20 years of age, Anakin was an old man, and he had suffered unimaginable neglect. Would it have been kinder for us to let him go peacefully?

For most horses in Anakin's place, the answer would likely have been yes. But from the moment Anakin stepped off the trailer and into our lives, he made it perfectly clear that he was not ready to go. There was a low point in his recovery where Anakin was laying down in his stall, unable to get up, calmly munching on wet hay placed before him. He suddenly stopped eating and looked me straight in the eye for several seconds. He seemed to say "Hey, I'm okay. Don't give up on me."

And so, we did not give up on him. And three weeks after being admitted to the hospital, Anakin stood up without the help of the sling for the first time. A week later, he came home to Safe Harbor Stables. He still required round-the-clock care, but we were more than happy to provide it. The volunteers adored him, and he had so many friends in our community and beyond. Along the way, there were tiny victories to celebrate: the first day he was allowed out into his run, and his little bucks of joy to feel the sun on his back. The first day he was able to go out into the pasture. The first time we saw him drop to the grass, roll on his back, then jump to his feet and run off bucking and farting. And of course, the day he met the woman who would end up adopting him and offering him a home for the rest of his life. A home where he would never be hungry, or afraid, or alone. It was the storybook ending to one of the most extraordinary rescue stories we've ever lived through.



**Anakin**

*Transformed. Loved. Safe.*

*Photos by Jessica Farren*



## 2017 Budget Report — Expenses

### General Horse Expenses

Hay .....	\$15,900
Grain .....	\$6,500
Farrier .....	\$10,000
Blanket Cleaning and Repair .....	\$1,800
Supplies .....	\$750
Shipping & Hauling .....	\$600
Horse Sale Advertising .....	\$250
<b>Total General Horse Expenses .....</b>	<b>\$35,800</b>

### 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 .....	\$1,000
Veterinary Supplies .....	\$550
Fecal Analysis & Deworming .....	\$500
Intake Exams .....	\$1,352
Discount on Veterinary Services .....	(\$8,310)
<b>Total Veterinary Expenses .....</b>	<b>\$33,242</b>

### Training Expenses

Offsite Training .....	\$9,600
Offsite Training Board .....	\$9,600
Discretionary Training Funds .....	\$5,000
Tack & Training Supplies .....	\$1,000
<b>Total Training Expenses .....</b>	<b>\$25,200</b>

### Foster

<b>Total Foster Expenses .....</b>	<b>\$7,800</b>
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### Vehicle Expenses

Vehicle Loan Payments .....	\$6,438
Vehicle Diesel and Oil Changes .....	\$2,000
<b>Total Vehicle Expenses .....</b>	<b>\$8,438</b>

### Facility Expenses

Lease .....	\$89,625
Facility Improvements .....	\$4,000
Repairs and Maintenance .....	\$1,200
Farm Expenses .....	\$3,000
Utilities .....	\$6,000
Manure Management .....	\$9,320
<b>Total Facility Expenses .....</b>	<b>\$113,145</b>

### Community Outreach

Gelding Voucher Program .....	\$750
Serenity Fund .....	\$2,200
Hay and Grain Bank .....	\$2,800
<b>Total Community Outreach .....</b>	<b>\$5,750</b>

### Payroll Expenses

Payroll (net annual) .....	\$111,897
Payroll Taxes (941) .....	\$41,450
Payroll Taxes (Quarterly) .....	\$8,502
<b>Total Payroll Expenses .....</b>	<b>\$161,849</b>

### Management Expenses

Credit Card/Paypal Fees .....	\$9,100
Insurance .....	\$5,000
Staff Travel, Mileage, Parking .....	\$500
Postage and Delivery .....	\$550
Office Supplies and Software .....	\$1,750
Phone and Internet .....	\$3,624
Board and Volunteer Expenses .....	\$3,750
Other Management Expenses .....	\$3,0186
<b>Total Management Expenses .....</b>	<b>\$27,292</b>

### Moving Expenses

<b>Total Moving Expenses .....</b>	<b>\$10,000</b>
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**Projected 2017 Program Expenses .....\$428,516**



## 2017 Budget Report — Income

Donations	General Donations .....	\$75,000	Other Revenue	Adoption Fees .....	\$9,000
	Monthly Sponsorship .....	\$33,000		Law Enforcement Reimbursement .....	\$0
	Fall into Winter Feed Drive .....	\$20,000		<b>Total Other Revenue .....</b>	<b>\$9,000</b>
	GiveBig / The Seattle Foundation .....	\$18,000	Fundraising Expenses	<b>Total Revenue .....</b>	<b>\$457,000</b>
	Grants and Foundation Gifts .....	\$38,000		Heart of the Horse Expenses .....	(\$45,000)
	Workplace Giving Programs .....	\$52,000		SAFE Benefit Horse Show .....	(\$25,000)
	<b>Total Donations .....</b>	<b>\$236,000</b>		Other Event Expenses .....	(\$1,000)
Special Events and Activities	Heart of the Horse Dinner and Auction ...	\$165,000		<b>Total Fundraising Expenses .....</b>	<b>(\$71,000)</b>
	SAFE Benefit Horse Show .....	\$45,000			
	Other Special Events .....	\$2,000			
	<b>Total Special Events and Activities ...</b>	<b>\$212,000</b>			
			<b>Projected 2017 Program Income .....</b>		
			<b>\$386,000</b>		



## 2017 Budget Report — Summary

Program Services Expenses .....	\$229,375
Payroll and Management Expenses .....	\$199,141
<b>Total Program Expenses .....</b>	<b>\$428,516</b>
Revenue .....	\$457,000
Fundraising Expenses .....	(\$71,000)
Budget Surplus Funds .....	\$42,500
<b>Total Program Income .....</b>	<b>\$428,500</b>



# 2017 Budget Notes

## A note from the Treasurer:

The 2017 budget demonstrates a conservative outlook on the future as we manage our growth in a sustainable fashion. We want to reflect cautious optimism regarding the economy and uncertainty in the world and realize their potential effects on donations and cash flow streams. That said, SAFE felt secure in our cash reserves and income projections to proceed with moving to a more expensive property, which will require additional expenses in 2017 as we settle in to make it our long-term home. The 2017 budget demonstrates expenses that are higher than our projected revenue, which illustrates our conservative outlook, but need to take a leap of growth. To cover the deficit, SAFE has designated a part of its cash reserves to cover any differences.

## Program Services Expenses



### Veterinary Care

#### **Routine Veterinary Care**

Estimated expenses for Routine Veterinary Care are \$9,400 in 2017. 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 remains at \$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 \$0.00. Extraordinary care is for unplanned non-emergency events, such as surgery. In this case, we will specifically fundraise to pay for the procedure.

#### ***Khianna***

*Arab/pinto mare,  
surrendered to SAFE in 2011.  
Adopted in 2016.*

### **Emergency Care**

The estimated expense for Emergency Care remains at \$2,750. Although hard to predict, emergency vet care is an inevitable part of horsekeeping.

### **Fecal Exams and Deworming**

The estimate expense for Fecal Exams and Deworming is decreased to \$500. 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 remains at \$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. While the budgeted funds for 2016 were not spent, it is necessary to keep these funds available, as it is impossible to predict the type of cases SAFE will intake and what the rehabilitation needs will entail.

### **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 is \$1000. 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 \$550 and is used to provide treatment and care for minor medical needs.

### **Intake Exams**

This is a new budget category for 2017 that allows SAFE to provide a more extensive exam for new intakes, including X-rays. SAFE has allotted intake exam funds for approximately four horses totaling \$1352.

### **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 2017 is \$8310. This discount does not include other generous donations by these providers.



### ***Sophie***

*Quarter Horse cross mare,  
surrendered to SAFE in 2015.  
Adopted in 2016.*



### **Mesquite**

Arabian stallion\*, seized by Animal Control due to neglect in 2015. **Adopted in 2016.**

*\*Mesquite was gelded by Animal Control*

## Farrier Care

The estimated expense of farrier care has increased to \$10,000. The budget in 2017 had been increased due to a number of SAFE horses requiring shoes.

## Hay and Grain

### **Hay**

The estimated expense of hay is \$15,900. 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.

### **Grain**

The estimated cost of grain is \$6,500 for 2017. This is an increase of 18% over the 2016 budget due to additional products being fed and an expected 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 \$7,800. Due to increased capacity at the new Safe Harbor Stables, SAFE will have fewer horses in the foster care program in 2017.

## Training

Training has been one the hallmarks of our program and key tools in implementing our mission. The Operations Director will oversee and manage the training program and do a small amount of hands-on training herself. Volunteer riders will 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 24 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.

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

The estimated expenses of Off-Site Training Board is \$9,600. 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 \$9,600. 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 to attend or host clinics, purchase entry fees for schooling shows and other training-related needs.

### **Tack and Training Supplies**

SAFE has allotted \$1,000 for the purchase of tack and training supplies as needed. For any additional tack purchases, the Operations team may fundraise through donated/used tack sales.

## **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 \$1,800 for the ongoing cleaning, waterproofing and repair of these blankets in 2017.

### **Shipping and Hauling**

In January 2016, SAFE purchased its very own truck and in March 2016, SAFE purchased a 3 horse trailer. 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 2017.

### **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 \$250 in 2017.

### ***Karma***

*Arab mare, seized by Animal Control in 2014.  
Adopted in 2016.*



## Facility Expenses

### **Manure Management**

The total estimated manure management expense has increased to \$9,320. SAFE continues 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. We anticipate increased removal costs at the new Safe Harbor Stables facility, due to the setup of the facility and the increased number of horses present at SHS.

### **Lease**

SAFE's new lease began in February 2017 at a rate of \$5,800 per month. 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. The total cost of leasing in 2017 is \$89,625.

### **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 2017 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 \$3,000.

### **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 is expected to increase to \$6,000. SAFE's new facility is larger and will require additional utility needs. This includes electricity, garbage, water, and Honey Bucket rental as needed.

## Vehicle

SAFE still maintains a loan on the Dodge Ram 3500 pickup truck purchased in January 2016. At \$536.50 per month, this totals \$6,438 per year. The cost of maintenance, including oil changes, as well as diesel fuel is expected to be \$2,000 in 2017.

## 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 2017, we have funds committed to three crucial Outreach services: gelding stallions, performing humane euthanasia and a Hay and Grain Bank.

### **Gelding Voucher Program**

The 2017 budget allots \$750 to provide community members with vouchers to assist with the cost of gelding procedures.

### **Serenity Fund**

SAFE has increased the amount allotted to the Serenity Fund to \$2,200 in 2017. This is an important service to be able to provide, and SAFE wants to be able to meet any and all legitimate request received.

### **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 wellbeing of their horse. We have allotted \$2,800 to provide this service in 2017.

## Payroll Expenses



In 2017, SAFE will have two paid full-time staff positions: the Executive Director, the Operations Director and two part-time paid Barn Manager positions.

### **Payroll**

The Executive Director receives an annual gross salary of \$40,200 per year, in addition to a \$1,400 per month housing allowance which is non-taxable income and the option for one self-care board place for a personal horse. The Operations Director receives an annual gross salary of \$52,500 per year. The Barn Manager role is divided into two part-time, hourly position and will receive an annual gross rate of \$31,300.

### **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.

### **Tess**

*Quarter Horse mare, seized by Animal Control in 2015. **Adopted in 2016.***

## 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 \$9,100 in credit card and Paypal fees in 2017.

### **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. SAFE also maintains vehicle insurance. The expected cost of providing insurance in 2017 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 Redmond, 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.

### **Postage and Delivery**

The 2017 budget allows for \$550 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 2017 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 2017 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. The 2017 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.

## Moving Expenses

SAFE is thrilled to have found a home that will support our continued growth. In February 2017, SAFE assumed the lease of the new Safe Harbor Stables, located in nearby Redmond WA and began to work tirelessly to make it into a home for our horses, volunteers and staff. As with any move situation, there are costs expected with the moving process as well as with setting up the new facility. SAFE has allotted \$10,000 for initial improvements to property, barn, office, and residential space.

# Revenue

Total Estimated Revenue for 2017 is \$457,000. This is a 10% increase over the 2016 budget of \$416,000. SAFE has experienced consistent growth over the last several years, and 2017 is predicted to continue on this growth trend. A projected increase of 10% versus last year's 15% expected growth is meant to reflect uncertainty in the economy and the world, as SAFE remains conservative in planning for the future.



**Scarlett**  
Quarter horse mare,  
seized by Animal  
Control in 2010.  
Adopted in 2016.

## Donations

### General Donations

The target goal for General Donations is \$75,000. The 2016 actual total was \$76,321.55, which exceeded our expected budget of \$60,000. This has been a consistent area of growth, however, to remain in line with a conservative outlook, a 12% increase over 2016's budget is appropriate.

### Monthly Donations

The annual target goal for Monthly Donations is \$33,000. This is an area of growth for the Executive Director who has implemented 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 2017 will be \$9,000.

### Grants and Foundation Gifts

The target goal for Grants and Foundation gifts is \$38,000. This has been an area of significant growth, with a couple large gifts in 2016 exceeding the expected budget. Because the timing of these cash flows is difficult to predict, we will estimate one large gift 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 \$52,000. 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 monthly rate of \$4,333.33.



**Bean**  
*Quarter Horse mare,  
 seized by Animal  
 Control in 2015.  
 Adopted in 2016*

## Special Events and Activities

### Heart of the Horse Gala and Auction

The target revenue goal for Heart of the Horse is \$165,000. The event continues to experience great success at The Golf Club at Newcastle. SAFE plans on continued growth in attendance and sponsorships for this gala event.

### SAFE Benefit Horse Show

The target goal for the SAFE Benefit Horse Show is \$45,000. The revenue in 2016 surpassed budget expectations at over \$52,000, thanks to strong sponsorships and being held at Meadow Wood Equestrian Center, a larger venue. The 2017 Show will be held at Donida Farm, and \$45,000 is a reasonable goal for this popular event.

### Small Events

The target goal for Small Events is \$2000. 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 Give Big is \$18,000. Give Big 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.

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## 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 2017, 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 2017, we estimate that expenditures for the annual horse show will be \$25,000.

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](http://www.SAFEHORSES.org)**

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Terry Phelps-Peddy, Operations Director

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