Equamore Foundation Strategic Plan 2022

Strategic Position:

Since its founding in 1991, the Equamore Foundation has been rescuing and providing life-long sanctuary for equines that have no alternatives for their care. It has provided law enforcement agencies with much needed housing for horses and donkeys from seizures and surrenders in neglect and abuse cases as well as providing sanctuary for other equines who had no other options.

Equamore Sanctuary is a beautiful, well maintained, and well managed facility on 22 acres which is owned by the Foundation. These are some of the property structures and amenities:

- **Main Barn**
  - 26 stalls (16 – 12’x12’ with fences runs) (10 – 12’x14’)
  - 204 x 80 indoor arena
  - Spectators’ lounge
  - Main office
  - Secondary office
  - 2 tack rooms
  - 2 restrooms (1 with a shower)
  - 2 storage/feed rooms (1 with washer & dryer)
  - Wash area for bathing horses
  - 4 stall cross tie area for grooming
  - 12’x14’ storage area for tools, golf cart, etc.
- **Separate row of 11 stalls (9’x16’)** with fenced runs
- **Hay storage and tool room near 11-stall barn**
- **Housing for the sanctuary manager/executive director**
- **Housing for the sanctuary foreman and his family**
- **2 very large multi-acre fields for turnout owned by the Foundation**
- **3 additional turnout fields on neighboring properties**
- **John Deere tractor**
- **5-yard capacity dump trailer**
- **4-horse trailer**
- **1 ton Ford flatbed dump truck**
- **2 large hay & straw storage barns**
- **7 run-in sheds in 6 separate fields**
- **Fenced and cross fenced with no climb wire with a visible top line**
- **Two driveways from main highway both with security gates**
- **Surveillance cameras**
- **Golf cart**
- **ATV (Can-Am Defender)**
Summary of Current Objectives:

The Sanctuary houses between 55 and 65 equines at any one time. The focus of the Foundation is to secure income sources for a sustainable organization that is capable of thriving in perpetuity. Regular, recurring donations from loyal donors and grants from other foundations are the pathway.

As well as maintaining the same level of care and service to unwanted horses that the Sanctuary has provided for 31 years, the Foundation is seeking grants and donations for the “Oregon Hay Bank,” a program of the Equamore Foundation. This program provides feed assistance, veterinary care, and hoof care to individual horse owners experiencing a temporary financial setback. The goal of this program is to help responsible horse owners keep their horses at home and reduce the number of unwanted horses. The Hay Bank also helps rescues/sanctuaries and law enforcement agencies in times of crisis such as large seizures and natural disasters.

At the present time, Equamore Foundation enjoys good public support of its activities, with an active board of five members and a large data base of donors as well as potential donors who receive our quarterly newsletters and frequent iContact emails. The current plan has been developed to insure a regular income sufficient to pay ongoing expenses. Other annual fund-raising activities before the pandemic of 2020 were held to provide for hay, bedding, veterinarian visits, vet supplies, hoof care, and special feeds for the horses, the ongoing operations of the facility, continued expansion of outreach and educational programs, and to pay our outstanding mortgage.

Because our face-to-face fund-raising events had to be canceled in both 2020 and 2021, and modified in 2022, the Board has decided to focus on the enhanced “Equamore Equine Sponsorship Campaign” as a primary income generating strategy. Using its current mailing list, its website at www.equamore.org, its presence on Facebook and Twitter, the Foundation is contacting potential donors, asking for automatic monthly contributions. Initial contact with the mailing list was made through the Foundation’s iContact email messaging program and the quarterly newsletters.
The Sponsorship Campaign will dovetail with the “Buy-A- Bale” fund raising program, which asks members for a monthly contribution of the price of a bale or bales of hay ($20 per bale.) In addition, the Foundation has scheduled the following fund-raising events in 2022:

- May 8th – Sanctuary Social
- July 10th – Sanctuary Social
- September 18th – Sanctuary Picnic & Friendship Drive
- Month of October – Horse Care Volunteer Pledge-A-Thon
- November 6th – Volunteer Appreciation Day
- December 11th - Year-End Friendship Celebration
- Tours Available by Appointment Wednesday thru Sunday

**Strategic Plan:**

While maintaining a tight rein on expenditures, the Foundation is seeking to expand fundraising campaigns focused on donor recruitment, increasing recurring donations, and creating a robust grant writing program. One example of a newly implemented campaign is the “Equamore Equine Sponsorship Campaign. The Equamore Foundation Board of Directors sees this program as a key element in establishing financial security for the Sanctuary going forward.

Another vital element of Equamore’s service to equines is our “Horse Care Classes.” Offered to all ages, the staff educates participants as to how to care for horses, what it takes to care for horses for a life time, all the while stressing the importance of making a life-time commitment to all animals our students might bring into their lives. From this enormously successful program, we continue to recruit “horse care” volunteers 18 years of age or older.

Our tours and on-site fundraising events help recruit new donors, class participants, and volunteers while educating the public about the plight of unwanted horses.
2022 Goals:

- Goal 1 – SANCTUARY: Give sanctuary to aged, abused, or neglected horses in southern Oregon who have no other alternatives for their care.
- Goal 2 – SERVICE: Educate the public and law enforcement as to the needs of unwanted horses in Oregon and how to meet those needs.
- Goal 3 – SUPPORT: Grant temporary financial assistance to horse owners in need to keep their horses at home and out of horse rescues through the Oregon Hay Bank.
- Goal 4 – FUNDRAISING: Enhance and expand the revenue-generating campaign: The “Equamore Equine Sponsorship Campaign” and the “Grant Writing Program.”

Strategies:

Strategies for Goal 1 – SANCTUARY:

- Provide lifelong sanctuary for 55 to 65 horses, ponies, and donkeys by creating and maintaining the Equamore Sanctuary in Ashland, Oregon, and by continuing to monitor the routine of daily care for the resident equines.
- Establish an ongoing base of support for the daily expenses of the Foundation by creating a plan for fundraising and holding at least one annual event to raise capital funds.
- Use email, snail mail, social media, tours, and on-site events to expand our donor base to meet daily expenses.
- Continue current donor tracking and communication via iContact, website, and quarterly newsletters.

Strategies for Goal 2 – SERVICE:

- Offering horse care classes to the general public of all ages not only helps educate the public about the plight of unwanted horses, but many of the class participants over the age of 18 later become horse-care volunteers which increased the number of volunteers from 3 to 21 since 2021.

Strategies for Goal 3 – SUPPORT:

- Help responsible horse owners with temporary aid to feed the horses in their care plus provide need hoof and veterinary care.
- Help law enforcement and other rescues/sanctuaries by providing hay and/or veterinary assistance to defray the cost of large seizures of neglected and/or abused animals and during times of crisis such as natural disasters.
Strategies for Goal 4 - FUNDRAISING:
- Enhance and continue current fundraising strategies: Buy-A-Bale Program; Equine Sponsorship Campaign; Grant Writing
- Sanctuary tours and on-site events as deemed safe and feasible.

Capabilities:

Capability for Achieving Goal 1 – SANCTUARY:
- In 2012, the Equamore Foundation purchased the property that is now the Equamore Sanctuary there the equine residents have been housed since 1991.
- Employees and Executive Director are experienced in providing daily horse care and complete management of the facility.
- Cadre of volunteers to provide scheduled grooming has already been trained.
- Existence of a large donor list maintained by Executive Director
- Buy-A-Bale Program
- Equamore Sanctuary Equine Sponsorship Program

Capability for Achieving Goal 2 – SERVICE:
- Equamore Academy has conducted successful face-to-face clinics and classes.
- Existing website, Facebook, and Twitter accounts have been revised and are working.
- Equamore Foundation has membership privileges in Tech Soup, and other programs that assist nonprofits.
- In 2021, a Volunteer Coordinator position was created to expand and strengthen the current volunteer cadre.

Capability for Achieving Goal 3 – SUPPORT:
- Our close relationship with law enforcement and other rescues is strong.
- The Oregon Hay Bank has funded horse owners and helped law enforcement and other rescues since 2008.

Capability for Achieving Goal 4 – FUNDRAISING:
- The volunteer cadre implemented a highly successful fundraising event called the “Horse Care Volunteer Pledge-A-Thon,” which will become an annual event.
- The quarterly newsletter and iContact emails have been successful in increasing donor contributions each year.
## Equamore Foundation Three Year Forecast

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| **Expense:**           |              |             |             |             |
| Core Expenses          | 370,015.00   | 372,400.00  | 388,750.00  | 398,750.00  |
| Extraordinary Expenses | 4,645.00     | -           | -           | -           |
| Fundraising Expense    | 8,466.00     | 9,000.00    | 11,000.00   | 15,000.00   |
| Oregon Hay Bank Expenses | 7,407.00   | 10,000.00   | 15,000.00   | 20,000.00   |
| Volunteer & Donor Development Expense | 5,200.00 | 10,400.00 | 15,600.00 |
| Grant Writing Expense  | 3,500.00     | 11,860.00   | 17,800.00   |             |
| **Total Expense**      | 390,533.00   | 400,100.00  | 437,010.00  | 467,150.00  |
| **Net Income (Loss)**  | -3,568.00    | 54,100.00   | 87,190.00   | 127,050.00  |

## Indicators:

### Indicators for Achieving Goal 1 – SANCTUARY:
- All horses rescued with a body score below normal are at or above normal within 3 to 6 months and are able to join other horses in daily turnout.

### Indicators for Achieving Goal 2 – SERVICE:
- Equamore will publish at least four newsletters annually.
Indicators for Achieving Goal 3 – SUPPORT:
- The Hay Bank continues to help horses, horse owners, law enforcement, and other rescues/sanctuaries with feed, veterinary assistance, and hoof care throughout the state of Oregon and occasionally beyond our borders.

Indicators for Achieving Goal 4 – FUNDRAISING:
- Tracking of donors, including when they began donations and which campaign they contributed to will continue with the eventual attainment of 100% funding of monthly horse care expenses.
- Success in the grant writing arena.

Progress:

Goal 1 – SANCTUARY ACCOMPLISHMENTS:
- Purchased the property formerly known as Eden Farm and created the Equamore Sanctuary in May, 2012.
- Raised funds through donations to make a required annual balloon payment of $30,000 yearly on the first mortgage (current balance of $396,000.)
- Is “Verified” by the Global Federation of Animal Sanctuaries (GFAS.)
- Has the Platinum Seal of Approval from GuideStar.
- Is a member of Equus Foundation
- Provides daily care and turnout to between 55 and 65 equines.
- Built two separate hay/straw storage barns.
- Repaired and replaced fencing on our front fields.
- Installed security gates on the two driveway entrances
- Created a separate dry lot and pony field to accommodate horses with special needs.

Goal 2 – SERVICE ACCOMPLISHMENTS:
- Held board and committee meetings using Go-to-Meeting software purchased from Tech Soup.
- Established an office equipped with Internet access, new software, and a new computer in the office at the Equamore Sanctuary barn.
- Worked with the Ashland Chamber of Commerce, Oregon Shakespearian Festival, and local hotels to promote tours at the Sanctuary.
- Organized horse shows and held barn tours for the public.
- Published advertising materials, newsletters, IContact emails, brochures, and rack cards to make our name known to the public.
Goal 3 – SUPPORT ACCOMPLISHMENTS:
• Established and administered the Oregon Hay Bank as a program of the Equamore Foundation since 2008.
• Since the beginning of this program, the Hay Bank has provided financial assistance for individuals struggling to keep their horses at home, law enforcement agencies, horse rescues, and sanctuary facilities with surrender and seizure cases and in crisis situations such as natural disasters. The Hay Bank’s assistance has extended over these counties: Benton, Columbia, Crook, Deschutes, Douglas, Grant, Harney, Hood River, Jackson, Jefferson, Josephine, Klamath, Klickitat (WA), Lake, Lane, Lincoln, Linn, Marion, Multnomah, Polk, Siskiyou (CA), Tillamook, Washington, Wheeler, and Yamhill (64% of Oregon counties.)

Goal 4 – FUNDRAISING ACCOMPLISHMENTS:
• Success of the 2021 Horse Care Volunteer Pledge-A-Thon
• Expansion of the Equine Sponsorship Campaign with the 2022 Spring NeighSaver newsletter

To Be Accomplished:
• Income from monthly donors threatens to fall below daily expenses. Concentration on regular income, as well as annual milestones, should be the emphasis.
• No on-site fund-raising events were held in 2020 or 2021 because of the Covid pandemic. This aspect of fundraising should be an emphasis in 2022 as is deemed safe and feasible.
• Eventual success of both grant writing and new fund raising strategies.