



FROM RACING

TO FAMILY LIFE



Transforming the lives of hundreds of Greyhounds and their humans.

Capital Fundraising Campaign for Greyhound Rescue and Adoption Executive Summary and Business Plan

Executive Summary
Business Plan
Exhibit A
Exhibit B
Exhibit C

One-page summary highlighting key points
Detailed discussion
Partial project plan detailing tasks
Partial list of requested in-kind donations
Pictures of the property

For more information or to make a donation, please contact:

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Racing Dog Rescue Project, Inc.
P.O. Box 18153 Sarasota, FL 34276

EXECUTIVE SUMMARY

Racing Dog Rescue Project (RDRP)

January 1, 2009

Racing Dog Rescue Project (RDRP), is a 501(c)(3), not for profit corporation with 15 years experience, dedicated to finding responsible adoptive homes for retired and rescued greyhounds. RDRP is at the forefront of a major fundraising effort that will enable it to aid many more lives, greyhound and human.

“Adoption Center” property for kennels and care:

- October 10, 2008: RDRP purchased an appropriate property for housing and caring of its rescued greyhounds at 1801 Verna Road, Sarasota, FL 34251
- Purchase price was \$299,900.00 - mortgage is \$192,500
- There are three structures:
 - 1998 block construction house in good shape
 - 4000 square foot horse barn with 8 stalls and 4 additional rooms
 - 1600 square foot fully enclosed RV and equipment barn
- The horse stable will be converted into a kennel facility that houses 30+ greyhounds
- The RV barn will be converted into an infirmary for dogs that are recovering from injuries or medical treatment, a lounge, bathroom / kitchen for volunteers and future pet owners.

Capital Campaign - Property / Kennel Funds

- The Capital Campaign is a fundraising effort separate from ongoing operations funding.
- The 5-year Capital Campaign fundraising goal is \$400,000 (\$80,000 / year)
 - \$100,000 to improve and modify the property / buildings for dog care
 - \$192,500 to pay off the mortgage and ensure future financial health
 - \$107,500 to repay the “operations reserve fund” to ensure sufficient reserves.
- Funds will be acquired through new aggressive fund raising initiatives
- Funds raised will be both monetary and in-kind services / materials donations.
- The property conversion will be executed in stages (including but not limited to):
 1. clean and prepare property and buildings, fencing, pens, dog houses
 2. convert horse stable into kennel (framing, concrete, electrical, lights, etc.)
 3. finish stable rooms into air conditioned space with refrigeration
 4. improve RV barn into infirmary, with bathroom & sanitation, lounge, storage..
 5. general improvements (video surveillance, landscaping, pumps...)

Operating Funds

- Operating funds (vet, food, supplies, etc) of approximately \$90,000 / year will continue to be supported through adoption fees, established fundraising efforts and estate planning benefits.

Benefits to the rescued greyhounds include but are not limited to:

- Serving More Dogs
- Screening potential foster caregivers and adopters more diligently
- Placing dogs more successfully
- Insuring the health and safety of the animals

Benefits to the RDRP mission as well as to the community include but are not limited to:

- Establishing a secure financial future that will serve the community for years to come
- Educating the public about the realities of greyhound adoption
- Helping adopters better care for and enjoy their animals
- Partnering with ARC, Animal Services, Honor Sanctuary & the Humane Society

END SUMMARY

BUSINESS PLAN

Racing Dog Rescue Project (RDRP)

January 1, 2009

RDRP Mission Statement

RDRP is dedicated to finding loving and responsible homes for retired racing and rescued greyhounds. To that end, we will:

- Provide a quality living environment for all greyhounds in our care
- Never turn away any greyhound solely because of age, illness or injury
- Provide for any medical needs of the dogs
- Do our best to place our dogs only in qualified, responsible households
- Offer continued support for adopters
- If the need arises, take back into our program, any greyhound we have ever placed
- Seek to return lost greyhounds to their owners
- Continue to educate the public on the need to spay/neuter all pet cats and dogs.
- Serve the community by taking dogs to visit nursing homes, assisted living facility, disabled children and adults, youth shelters; participating in "read to pets" programs; and honoring our moral obligation to care for the slow, the sick and disabled animals

Overview of Business Structure

RDRP is a 501(c)(3), not for profit corporation with 15 years history / experience.

Board of Directors

- Peg Murphy: Chair & Manager of Adoption Center and on-site personnel
- Nancy Quinn: Vice President
- Ingrid Messina: Treasurer, Educator
- Judi Curtis: Secretary & Grant Writer
- Nancy Sorg: Director
- Carole Peterson: Director

Professional Services

- Accountant: Steve Musco, CPA
- Attorney: Anne L. Weintraub, Attorney, Icard Merrill
- Insurance Carrier: MGA Property & Casualty Ins.
- Business and real estate consultant: Craig Cerreta
- Public Relations consultant: Candice Sherman
- Veterinarian: Dr. Rill, University Animal Clinic
- Fundraising specialist: Virginia Sirocky

Facilities Operated by:

- 2 full-time volunteers who live at the new property to care for the greyhounds 24 hours / day
- Facilities operations manager: Ken Brennan

Fundraising and marketing effort by:

- All volunteer workforce (RDRP has no employees)
- Approximately 15 highly involved volunteers with regular responsibilities / roles
- Approximately 50 part-time volunteers

Methods for rescuing dogs

- Contacted by various kennels at the dog racing track
- Contacted by people surrendering their dogs
- Contacted by the Humane Society of Sarasota County and Animal Services
- Accepting strays that are never claimed

Methods for locating adoptive homes

- Cooperative efforts with the Humane Society and Animal Rescue Coalition
- Participating in community "Meet and Greets"
- Appearing on radio and television
- Advertising & RDRP website
- Word of mouth & referrals
- Responding to inquiries by people wishing to increase their dog family size

Screening process for adoptive families

- Application is reviewed
- Telephone interview to gauge the personality, activity level, children, other pets, etc. of the potential adoptive family and further identify the right type of dog for them
- Home visit with a greyhound so the potential adoptive family can visualize the size of the dog in their home, to assess any other pets and/or children to insure selection of the correct pet for each particular family
- If approved, the entire adoptive family, including any children and/or other pets, visit the new "adoption center" to further insure a good match

Capital Campaign

The 5-year Capital Campaign fundraising goal is \$400,000 (approximately \$80,000 per year) above and beyond operations funds. The Capital Campaign funds will be used for the acquisition and property conversion / development of the new property into a greyhound rescue "adoption center" and kennel. Said funds will not be utilized for ongoing or existing operations expenses.

Planned use of funds:

- \$100,000 to improve and modify the property / buildings
- \$192,500 to pay off the mortgage
- \$107,500 to repay the "operations reserve fund"

Improve and modify the buildings / property at an estimated cost of \$100,000:

- Renovate or reconfigure existing structures to meet greyhound needs
- Convert the existing horse stable to create a kennel facility (to include but not be limited to)
 - secure, safe and dry building for housing the greyhounds
 - indoor & outdoor areas
 - fencing, pens, doghouses
 - climate controlled area
 - supplies & food storage with refrigeration
 - bathing & sanitation equipment
 - electricity, water, phone service
 - video surveillance
 - improved landscaping to create visual screening and improved shade
- Renovate RV storage barn into a functioning structure
 - short-term emergency shelter

- on-going post surgery and infirmary with recovery pens for dogs who have been injured or had medical treatment
- bathroom, kitchen and lounge for use by volunteers and future pet owners
- Clean, paint and repair the existing 1998 concrete block house so it can house volunteers who will care for the greyhounds in exchange for reduced or waived rent.

Pay off the \$192,500 mortgage:

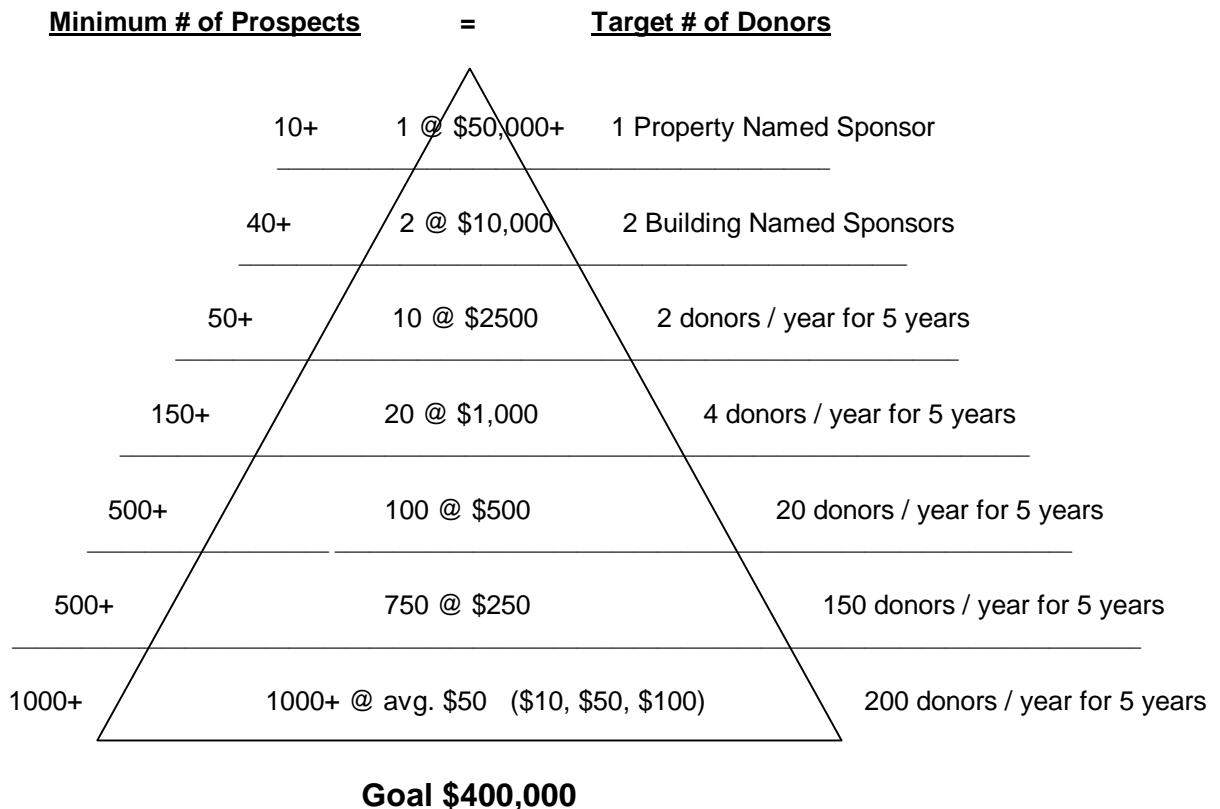
- ensure future long-term financial health
- remove a major ongoing expense to reduce the need for future fund raising campaigns

Repay the \$107,500 to the “operations reserve fund”:

- The \$107,500 was borrowed from the operations reserve fund to help purchase the property
- A replenished reserve fund is critical
- The cost to treat, feed and house a dog is not covered by the \$250 adoption fee. On rare occasion some healthy dogs are adopted quickly resulting in minimal uncovered costs, but in the majority of cases a greyhound costs RDRP more than the adoption fee. Dogs with broken legs or other medical problems can quickly increase costs well over \$1000. The shortage is normally covered by ongoing operations fundraising efforts, but a solid operations reserve is critical to ensure funds are always available to cover dog related expenses and perform medical treatment.

Capital Campaign Fundraising Plan

To achieve a projected goal of \$400,000 of the Capital Campaign over a 5-year period, this fundraising triangle portrays how RDRP will organize its efforts into manageable segments. Different fundraising activities may be appropriate when approaching potential donors in each segment.



The greatest volume of funds (in excess of \$287,000) will be generated through annual recurring commitments at smaller levels (\$50 to \$500) by former and current greyhound owners. The balance will come from larger donations from a handful of wealthy individuals as well as businesses wanting to be good corporate citizens and those who stand to benefit from publicity and goodwill.

Capital Campaign Fundraising Initiative: The Board of Directors has launched an aggressive capital campaign which includes, but is not limited to, a combination of the following activities:

- Current: Collect monetary and in-kind pledges already committed
- Short Term: mailing to all current and past greyhound adopters requesting their 5-year commitment at the desired donation level, networking with in-kind service and materials providers, personal events, small gatherings at donors' homes, leveraging one-on-one relationships, one-time increase to annual gifts for capital campaign, loose change collection
- Long Term: naming opportunities, grants, longer-term relationship building, estate planning

Marketing For Capital Campaign: The Board of Directors will engage in the following programs to promote and market the campaign:

- Current: general brochure with pledge card, capital campaign logo for branding, newsletter, website, central interactive database, ongoing relationship with WWSB-ABC7
- Short Term: continue to deliver consistent message; fund activity-specific materials; pledge & donation materials; publicity including leveraging media relationships, news releases, live coverage, interviews; follow-up materials; website; newsletter; central interactive database; community presence & participation.
- Long Term: controlling consistent message, cultivating and leveraging community & media relationships, follow-up materials, website, newsletter, central interactive database.

Operations

Ongoing operations have been successfully managed for several years and will continue independent of the Capital Campaign effort.

Description of Day-to-Day Operations

- Administering to the dogs' physical needs (feeding, watering, bathing, medicating, exercising, providing human contact, facilitating veterinary visits, etc.)
- Attending to administrative activities such as maintaining and or ordering supplies, food, medications, items or equipment for the property.
- Maintaining the property including kennels, runs, housing, etc.
- Rescuing dogs from track, shelters or other venues
- Engaging in pre-and-post adoptive activities
- Increasing awareness of RDRP through community involvement; publishing RDRP newsletter, maintaining the RDRP website, etc.
- Raising funds

Maintaining Operations

To maintain RDRP operations through voluntary donations separate from those obtained during the current capital campaign. Maintenance expenditures include, but are not limited to, the following:

- Veterinary Services
- Dog Food
- Medications
- Dog Supplies
- Laundry
- Mortgage
- Taxes & Insurance
- Water, Electricity
- Property Maintenance & Equipment
- Equipment for Dogs
- Office Equipment & Supplies
- Phones, Internet & Fax Service
- Legal, Accounting, Other Professional Fees

REVENUE	2003	2004	2005	2006	2007	Projected 2008
	43598	57151	75513	73308	195269*	175540*
OPERATING EXPENSES						
Grants & Allocations	25		50	50	640	704
Accounting Fees	595	345	630	480	375	412
Supplies	3645	2816	5039	7940	14263	15689
Telephone	1827	1865	2222	1614	1961	2157
Postage & Shipping	882	864	792	668	54	59
Printing & Publications	797	1589	2272		2463	2709
Occupancy				5947	18475	20322
Travel & Conv. Meetings	55	20	98	1968		
Depreciation		110	144	356	1288	1416
Other – veterinary / medical supplies	41702	35552	41296	49954	45981	50579
Total	49528	43161	52543	68977	85500	94047

* 2007 & 2008 revenue experienced a significant one-time increase due to the sale of a property through an estate and other one-time strategic donations. Operations revenue is projected at \$100,000 for 2009.

Operating Funds Initiative: To successfully insure funds for the continued operation and maintenance of the RDRP property and programs, the group will continue to aggressively seek operating monies through activities, which include, but are not limited to, a combination of the following:

- Current: adoption fees, on-going donations from regular donors, annual picnic, meet & greets, promotions created by the Gathering for Greyhounds groups, and use of pledge envelopes in bi-monthly newsletter
- Short Term: Annual picnic fundraising event, Greyhound related merchandise sales, annual memberships for individuals, annual memberships for businesses & corporations, in-kind services from volunteers or community partners, Trusts, etc.
- Long Term: in-kind donations, grants, cultivating long-term relationships with community partners.

Marketing initiatives for Operating Funds: To successfully promote and market the RDRP operating funds initiative, the Board of Directors will engage in the following programs:

- Current: general brochure with donation card, newsletter, website, central interactive database.
- Short Term: fund-specific materials, individual membership materials, business & corporate membership materials, website, newsletter, central interactive database, follow-up materials.
- Long Term: grants, others TBD.

Current In-Kind Donations:

- Dedicated volunteers who do all we ask and all that needs to be done.
 - On-site, live-in manager
 - Vet techs who come and do nail care, ear care, etc.
 - Keeper of the Web site
 - People on call to transport dogs
 - People on call to shelter dogs in disaster situations
 - Animal, kennel and run maintenance workers
 - Construction workers
 - Appliance repairman
 - Seasoned volunteers who handle "Meet and Greets"
 - Newsletter & Grant Writers

- Annual Picnic Fundraiser Coordinator
- Sun-N-Fun Resort = time, food dollars, space
- Foster parents providing halfway homes for dogs
- Community, radio & television appearance volunteers
- Retirees
- Teens volunteering to do community service
- College students
- Volunteer educators
- People who "just get by" yet give of their time and energy to the dogs.

Financial Factors

Property Purchase – Verna Road:

4.18 acres (Includes house, pole barn and RV barn) – West ½ of South ¼ of Southwest ¼ of Northwest ¼ of Section 13, Township 36 South, Range 10 East, Sarasota County, Florida. LESS road right-of-way

Purchase Price:	\$299,900
Mortgage:	\$192,500
Projected insurance:	\$2,025
Projected taxes:	\$2,850

Current Cash In-Hand

As of October 28, 2008 - \$105,689

SWOT (Strengths, Weaknesses, Opportunities, Threats)

Strengths of RDRP

- Dedicated volunteer base (several of which have been with the group since its inception)
- Ability to continually bring in funds
- Post-adoption support system
- The fact that we remain dedicated to the dog from the day it is placed until the day it dies and will always take the dog back regardless of the reason for the return i.e. poor health of dog or owner, moving, baby coming, no time for the dog any longer. We will not turn away any dog we placed.
- Continued support from local businesses, such as PetsMart (Sarasota and Bradenton), WalMart and Petco
- Association with Animal Rescue Coalition and Humane Society of Sarasota County
- Invitations from community event organizers to show our dogs
- 15 years of service in the area
- Cordial relationships with area kennels

Weaknesses of RDRP

- Not enough hours in a day, enough money to "save them all"
- Not enough adoptive homes if we could save them all

Opportunities for RDRP

- Serve More Dogs
- Screen potential foster caregivers and adopters more diligently
- Place dogs more successfully

- Insure the health and safety of the animals
- Establish a secure financial future that will serve the community for years to come
- Educate the public about the realities of greyhound adoption
- Help adopters better care for and enjoy their animals
- Partner with ARC, Animal Services, Honor Sanctuary & the Humane Society

Should dog racing decline or disappear in local community, RDRP will be able to:

- Reach out to other Florida raceways
- Always need to rescue animals
- Increase adoptions
- Adjust as necessary

Competitive Analysis

- There are not enough adoption groups in the United States to take every dog that is no longer useful to the racing industry; thus competition is virtually non-existent.
- There is competition for finding adoptive homes among the various animal rescue organizations.
- There is competition for funding dollars among
 - other animal rescue organizations
 - other local charities (children, elderly, healthcare, arts, education, etc.)
- Creativity in finding and sustaining funding resources is crucial in the current financial circumstances.

Assets

Physical:

- Property at 1801 Verna Road, Myakka City, FL
- Significant amounts of fencing, dog pens, land equipment

Human

- Board Members
- On-site, live-in managers
- Benefactors--one who has donated a substantial amount every year since 1996
- Veterinarians: Dr. Robert Rill, Dr. Lisa Paxson, Dr. Heidi Ward
- Several dedicated professionals / consultants, true finish carpenter and electrician and handyman
- 50+ Volunteers

License(s)

- 501.c.3 non-for-profit tax designation

Contact Information

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Exhibit A

Partial list of "in-kind" materials requested as of 1/1/09

Materials needed in January / February 2009

- Materials to frame and finish food storage room
 - 36 * 60 LH Exterior door with frame and threshold
 - 30 sheets of ½ inch plywood
 - 20 – 12 foot 2*4s
- 3 single-hung windows approximately 32" wide * 36" high (framing will adjust)
- 9 indoor / outdoor ceiling fans with light kit
- Fencing for indoor kennels (mounted on concrete)
 - 250 feet of 6' high chain-link fencing
 - 20 – 6' metal posts (to be mounted on concrete)
 - 30 – 4' gate doors
- Fencing for outdoor runs
 - 500 feet of 5 to 6' high field fencing
 - 30 – posts
- 3 to 4 commercial grade indoor / outdoor large area light fixtures
- 350 square feet of exterior siding (lap board or vinyl)
- Insulation and black felt paper
- Refrigerator (for dog food and medicine)
- Garage doors (one at each end of building)
 - 2 - 9'high Garage doors, min 8' wide – prefer 9' wide
 - 2 – garage door openers
 - wood for framing support structure

Materials needed in Spring 2009

- Frame out and finish adoption office
 - Metal roof repair
 - 2 - 36 * 60 Exterior doors with frame and threshold
 - 60+ sheets of ½ inch plywood
 - 20 – 12 foot 2*4s
 - 400 sqr ft drop ceiling
 - 2 ceiling fans
 - lighting
 - wall AC unit for approx 400 sqr ft
 - Flooring
 - shelving
 - paint
 - Video surveillance equip

Additional materials and services will be needed for finishing out the Infirmary.

Exhibit B – Project Plan

TARGET	NOTES	TASK
20-Nov	RDRP, Nick	Clean, remove trash- Rented dumpsters
20-Nov	George Palermo & Vernon	Develop conversion plan
26-Nov	Wayne from Saturn Pest	Insecticide spray entire interior of horse barn and the grounds
29-Nov	RDRP	Install outside pens and dog houses as temporary housing
29-Nov	Dave from Palm River Electric	Electric contractor review wiring and activate at least 2 outlets
30-Nov	RDRP	Finish cleaning out storage rooms in horse stable
30-Nov	RDRP	Repair broken PVC water pipe
6-Dec	RDRP	Remove doors from 6 horse stalls
6-Dec	RDRP	Remove boards and framing from the front of stalls (est. 60 hrs)
?	BD	Have lake treated to remove duck weed
20-Dec	BD	Power wash inside of barn – top to bottom (est. 30 to 40 hours)
18-Dec	BD	Perform compaction test on soil in stalls and prep for concrete
8-Jan	BD vendor, but we pay cost	Pour concrete in 6 stalls – light broom finish, non-slick (allow time to cure)
10-Jan	RDRP	Frame storage room and install door with threshold
Jan	Landscape volunteer	Clear brush and trees from pen run areas - may need small front loader
Jan	RDRP	Build walls on storage rooms using plywood and reuse wood from stalls
Jan	RDRP	Repair lake pump / fountain so lake can be stocked
		Carpenter to check and improve all bolts, straps, supports (est. 40+ hours)
		Install oversized screws with rubber washers in all roof holes
		Power wash stalls and floors
		Epoxy paint floor (3 coat process – allow time to dry)
Feb		Rewire, install new lights and fans in stalls
Feb		Cut dog door openings on exterior walls for each run
Feb		Install fencing / pens inside and outside each stall per plan
Feb		Build plywood dog doors with pulley system for opening
Feb		Install fencing / pens inside and outside each stall per plan
Spring		Frame out large sliding garage doors on each end of kennel
Spring		Gutters over dog pen areas
		Build out for office and infirmary rooms:
		Interior moisture resistant wallboard and Deasglass (?) ceiling board
		Insulation, wash tub, wall unit AC, shelving / storage
		Install washer and dryer
		Install windows

Exhibit C
Pictures of 1801 Verna Rd property and buildings



