

Strategic Development Plan

While there has been significant progress within the racing industry towards providing for the aftercare of retiring racehorses, outside sources of funding have turned to other causes. This is due in part to the premise promoted by the racing industry that Thoroughbred Aftercare has been thoroughly addressed. As a result, we now must convince prospective donors that we still need their support, a task made even more difficult because tax incentives have been severely limited. The current economic climate is volatile and policies have been made by the government that discourage donating. Additionally, grants for the care of retiring racehorses have been on the decline in recent years. Now with the pandemic and down turn in the economy, donations and funding will be even harder to get. With these facts in mind the board and volunteers of Thoroughbred Placement Resources (“TPR”) will turn to other possible sources of income to support our work.

In 2019, TPR and Leighton Farm began to take boarders to bring in stable income. For years Kimberly Godwin Clark has turned down offers to train outside horses for clients and give lessons on riding and training retired racehorses. In the last year, she began to take in horses for paid training and offered lessons to select riders. The goal is to bring in about \$5,000 per month to cover the base monthly cost of care of TPR horses. To further this effort and make room for these additional horses without reducing the number of horses we help, we will be expanding to several select foster facilities where TPR horses, especially sanctuary horses will be stabled. We will also pursue sponsorship for all TPR horses. In 2019 we were able to secure sponsorship at \$600 per month for Sand Save, Two Punch Willy and Gather Around. We have been able to lease for riding, Flatfoot Scotty to cover the \$600 per month cost of care. Our goal in the next three years is to get sponsors for all TPR sanctuary horses and expand sponsorship to horses who are receiving rehabilitation and retraining and will eventually be adopted. Since Clark is an FEI rider and expert on retraining retired racehorses there is a demand for horses trained by her. We hope to keep some horses in training longer and offer them at an enhanced adoption fee to bring in even more funding to support the TPR horses.

We further plan to fundraise in the following ways.

Promotion of the book “NEW TRACK, NEW LIFE”

Getting New Track, New Life into the hands of more retired racehorse owners will lead to a better understanding of these horses. This in turn will help more owners, new and experienced, to be successful with their retired racehorses. Each horse is an ambassador of the breed so the more positive

examples of these horses that exist, the more numerous the reasons for someone to select a retired racehorse as their next horse.

In addition to the benefit of helping retired racehorses and their second-career owners, the book can be a source of income for TPR and the horses we serve. The author, TPR's Executive Director Kimberly Godwin Clark, donates all proceeds from the book to TPR. Currently, with minimal promotion, the book brings in on average \$130 per month. Our goal is that with marketing on Facebook, use of Google Adwords, appearances by Ms. Clark on podcasts, and other promotional activities, we will increase the book's proceeds to \$500 per month on average.

Product Development

- We are currently developing an app with the help of IT volunteers. The hope is this app will provide more funds to help more horses and expand our work. The success of this project will depend largely on the volunteers who are working on it.

Grants

Our hope is to find new grant opportunities to pursue because many of the retired racehorse-specific grants such as ASPCA Rescuing Racers and Blue Horse Charities no longer exist. The government's new requirements for participating in the Combined Federal Campaign have made it prohibitively expensive for TPR, thereby eliminating another source of funding. Current grants we receive:

- Thoroughbred Aftercare Alliance \$24,000
- Equus Foundation \$ 2,500
- Thoroughbred Charities of America \$ 1,500

Hobby Horses for Hope

Hobby Horses are enjoying a revival all over the world, earning coverage on networks such as ESPN and ABC and in publications like The Wall Street Journal. Hobby horses were at the World Equestrian Games in 2018. There is even a movie about their popularity in Finland! They are fun and carefree, and allow almost anyone to participate in the wonderful world of riding – well, almost! This enables people who love horses to experience some fun while supporting a great cause. At TPR we understand the premise “if they don't know about you, they can't support you” and believe this is a good way to spread the word about our work.

We will offer a series of four Hobby Horse competitions/fundraisers at Leighton Farm, home base of TPR. Participants will pay an entry fee that will go directly to TPR. We will ask participants to find sponsors to donate to TPR on their behalf for participating in the event. This will not only raise money for the horses, but also increase awareness of our work in a positive and fun way.

Sponsorship Programs

We are seeking sponsors for horses in sanctuary at our farm and to fund the development of breed ambassadors. We have created a hard copy brochure to assist in this effort. In addition, donation pages will be added to the goodhorse.org website. And we will create and implement a social media campaign to find sponsors.

The **Good Horse Fund** supports the rehabilitation, retraining, and rehoming of at least 12 retired racehorses every year. It typically takes 18 months to fully rehabilitate, retrain, and rehome a retired racehorse that requires medical or therapeutic care. Other horses require less time and care. Our average cost per horse is \$10,000. To meet our goal of rehoming 12 horses every year, we are seeking Good Horse Fund sponsorships of \$5,000-\$120,000 per year. Birdie and Wills, two of our sanctuary residents, would be the first beneficiaries. We have already created an online fundraising campaign for them with a video and slide show. It will be further promoted on Facebook and via eBlast.

The **Blue Ribbon Fund** supports the development of breed ambassadors. This option is ideal for individuals and companies looking for a thoroughbred to represent their brand, or anyone who wants to see thoroughbreds once again excel away from the racetrack. Mystical Harbor, currently in training at TPR, is the embodiment of TPR's efforts to develop thoroughbreds into breed ambassadors. He came to TPR barely trained, but clearly precocious. We have channeled his exuberance and extraordinary athletic ability into success in the dressage ring, where he is competing at Prix St. George. He is just starting to realize his potential in a sport where thoroughbreds are a rarity at the higher levels. We intend to take him to Grand Prix, the highest level of dressage, and we need your help to get him there. To support training and competing Mystical Harbor, we are seeking sponsorships totaling \$50,000 per year. We are developing lists of companies and individuals to contact about this sponsorship.

Fundraisers

End of Year and Giving Tuesday Promotions

We create an online donation page specifically for Giving Tuesday (the Tuesday after Thanksgiving), which launches our end of year campaign. We mail a hard copy newsletter to existing supporters and prospective donors in mid-November. The newsletter essentially is an annual report on the horses our supporters have helped find homes and the horses that are currently in our care. A Facebook, eBlast and phone campaign are all parts of this donation and support drive. From Giving Tuesday to January 1 we run a series of stories online about horses that have benefitted from our program and the funding we receive from our supporters. In addition we post videos featuring horses currently in the TPR program. We ask all of our supporters to share and spread the word about our work and the need for continued support.

Implementation – How to get this done

Finding Volunteers

We are strongly committed to finding volunteers to help carry the load and to expand our board. Board member Robin Donovan has a strong HR background and is leading the effort to find new volunteers for TPR.

Promotion

For the promotion of the book New Track, New Life, TPR regularly sells tack and other items on eBay and Facebook to raise funds for TPR horses. We are keeping a database of contact information on those who purchase from us and will use it to spread the word about New Track, New Life.

We are currently running a campaign in which people who join our mailing list receive our publication, "12 Things you need to know about your OTTB." We contact them two weeks after they sign up to ask them if they are interested in purchasing the book. We will use this list to reach out when our new book, The Good Horse, is released and also to promote our other projects including an online blog.