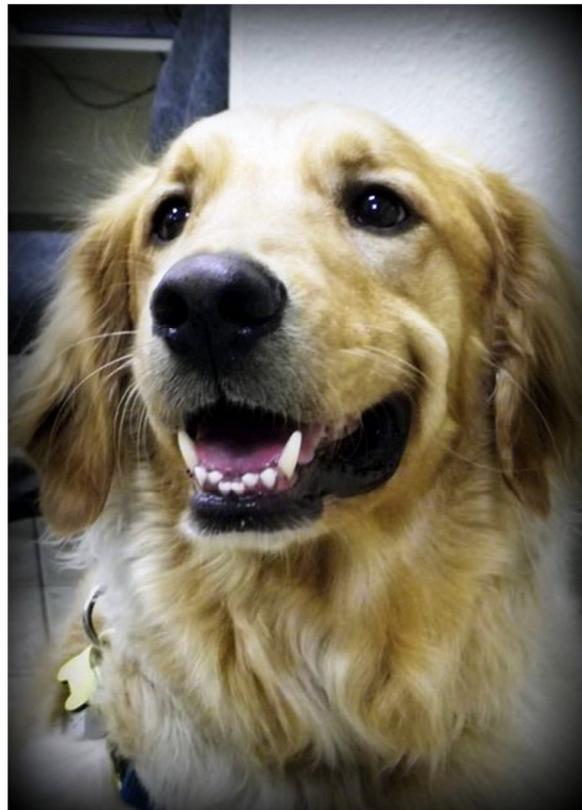


RESCUE A GOLDEN OF ARIZONA BUSINESS PLAN



Mission Statement:

To maintain a rescue program for displaced, mistreated or unwanted Golden Retrievers; to provide veterinary care, food and temporary shelter for such animals; and to locate persons and families to provide permanent homes for these dogs.

On October 15, 1998 – the day Rescue a Golden of Arizona was officially founded – our Founder, Joyce Hubler, put forth three key objectives for the new organization.

1. To rescue unwanted Golden Retrievers and place them into loving “forever” homes.
2. To ensure that these Goldens receive proper medical care and behavioral modification if needed.
3. That Rescue a Golden of Arizona would run on 100% volunteer power, with every penny going to benefit the dogs.

To this day, these objectives have remained the constant that guides every action and decision of Rescue a Golden of Arizona.

TABLE OF CONTENTS

<u>SECTION</u>	<u>PAGE</u>
<u>MISSION STATEMENT</u>	2
<u>EXECUTIVE SUMMARY</u>	4
<u>COMPANY DESCRIPTION</u>	6
<u>MARKET ANALYSIS</u>	9
<u>STRATEGY AND IMPLEMENTATION SUMMARY</u>	14
<u>ORGANIZATION & MANAGEMENT</u>	18
<u>FINANCIAL PROJECTIONS</u>	22
<u>APPENDIX</u>	26

EXECUTIVE SUMMARY

“Gosh I love this dog and I love Rescue a Golden. There are thousands of stories that exist now because of Rescue a Golden. And it just couldn’t happen without the humans that care and give so much, all for the love of a Golden.”

Joyce Hubler – Founder, Rescue A Golden of Arizona

These are the words of a woman who was deeply touched by the plight of a beautiful Golden Retriever about to be abandoned at an animal shelter on Christmas Eve. Joyce Hubler is the Founder of Rescue a Golden of Arizona (RAGofAZ), the oldest and largest rescue organization of its kind in the state. Powered by nothing more than her own energy and determination, Ms. Hubler researched and drafted the incorporation documents and founded RAGofAZ as an all-volunteer 501(c)(3) non-profit organization. Launched in 1998 with only 15 original members, RAGofAZ has since grown to more than 500 members and has rescued approximately 3,000 deserving Golden Retrievers. One thing that has not changed is the RAGofAZ mission – to rescue and re-home abandoned, mistreated and unwanted Golden Retrievers. Joyce Hubler still serves as mentor and advisor to the Board of Directors. More importantly, she remains the organization’s conscience and soul.

Golden Retrievers are among the most popular of pets in the US, cherished for their intelligence, loyalty and sweet dispositions. Unfortunately, hundreds of Goldens end up in Arizona shelters each year. RAGofAZ rescues anywhere from 100 - 250 dogs annually and does not cap the number of dogs it accepts – but the need is still great.

Covering the entire state of Arizona, RAGofAZ is committed to rescuing any non-aggressive Golden Retriever regardless of age or physical condition. By focusing solely on this lovable breed, RAGofAZ has developed a high level of proficiency in its operation, and has become a recognized expert on all matters Golden. The specificity of the mission has also enabled the organization to galvanize the energy and resources of a large cadre of Golden-loving volunteers across the state.

Dogs come to RAGofAZ in a variety of ways – through county shelters, the Humane Society, veterinary referrals, or Good Samaritans who have found stray dogs. But it is surprising to realize that some 80% of Goldens taken into the Rescue come from private owner turn-ins. In some cases, the dog is too old or too sick for the owner to care for, or the owner has become unable or unwilling to provide care. Sometimes the owners are moving and cannot take the dog to their new home. The recent economic downturn has only exacerbated the scope of this situation, as people lose their homes or are otherwise no longer able to financially support their dogs. In these difficult circumstances, the knowledge that RAGofAZ will find loving homes for their Goldens is a small and solitary comfort to these families.

When accepted into rescue, all dogs receive the “gold standard” of care. Each animal is given a medical examination by a licensed veterinarian, receives appropriate care for treatable conditions, and is brought up to date on vaccinations as needed. Additionally, dogs are spayed or neutered if the procedure has not already been done. Every dog is micro-chipped or has an existing chip re-registered to RAGofAZ. Unfortunately, about 20% of Golden Retrievers come into rescue with valley fever, a treatable but potentially fatal condition. Prospective adoptive families are always educated about the care and treatment of such dogs, and are provided with needed (and expensive) medication for three months following adoption.

Individuals applying to adopt rescued Golden Retrievers are carefully vetted by trained volunteers through a rigorous intake process, which includes a home visit to establish the suitability of both the environment and potential owner. The Intake volunteer also inquires about the dog's temperament and behavior with other dogs, children and seniors. Once the dog is placed, volunteers follow up with the new “parents” to ensure that everyone is adjusting well, and provide behavioral coaching and support where needed. Adherence to these tried and true *written* procedures is what enables RAGofAZ to execute prompt and seamless rescues year after year.

In 2011, the Small Business Commerce Association (SBCA) of Arizona selected RAGofAZ for the 2010 Best of Business Award in the Animal Shelters category. The SBCA Best of Business Award Program recognizes the best of small businesses, including non-profits, throughout the country. Also in 2010, a longtime RAGofAZ leader was presented with the prestigious Starfish Award for their unique partnership with the University of Arizona's Valley Fever Center of Excellence in educating the community about canine valley fever. This award honors groups or individuals who have made a significant contribution to Golden Retriever rescue efforts.

COMPANY DESCRIPTION

The name of this Arizona Corporation is **RESCUE GOLDEN OF ARIZONA**. Also known as RAGofAZ.

The Corporation is organized as a nonprofit corporation under the Arizona Nonprofit Corporation Law and as a tax-exempt organization under Section 501(c)(3) of the Internal Revenue Code, as amended.

PURPOSES

Objectives and purposes of this Corporation shall be to engage in any lawful activity, within or outside of the State of Arizona and, more specifically:

- (a) To maintain a rescue program for abandoned, mistreated, or unwanted Golden Retrievers.
- (b) To provide veterinary care, food, and temporary shelter for such animals.
- (c) To locate persons and families to provide permanent homes for these abandoned dogs.

In order to accomplish these ends, the Corporation shall be permitted to do any or all of the following:

- (a) To educate the public about the rescue of Golden Retrievers and responsible dog ownership;
- (b) To conduct fund-raising events and undertake such financial programs necessary to fund the purposes herein set forth;
- (c) To cooperate with other charitable organizations, through grants and otherwise, which are working to promote the welfare of animals;
- (d) To receive, maintain and accept as assets of the Corporation, any property, whether real or personal, or mixed, by way of gift, bequest, devise or purchase from any person, firm, trust or corporation, to be held, administered, leased, mortgaged, and disposed of exclusively for exempt purposes set forth in Section 501(c)(3) of the Internal Revenue Code, as amended, and in accordance with and pursuant to the provisions of our bylaws; but no gift, bequest, devise or purchase of any such property shall be accepted if it is conditioned or limited in such manner as would require the disposition of income or principal to any organization other than a charitable organization or would otherwise jeopardize the status of the Corporation as an entity exempt from federal income tax pursuant to the relevant provisions of the Internal Revenue Code, as amended.

(e) To administer trusts for the purposes herein set forth.

(f) To borrow money and execute notes and mortgages therefore for the purposes of the Corporation.

MEMBERS

RAGofAZ has members. Membership is available to individuals, corporations, institutions, associations, foundations, clubs and other organizations interested in advancing the purposes of RAGofAZ as set forth above. The classes of membership in RAGofAZ is as follows:

- Voting Memberships.
- Non-Voting Membership.

LOCATION

Rescue a Golden of Arizona (aka RAGofAZ)

Office Address: PO Box 71987, Phoenix, AZ 85050

Telephone Number: 602-404-WOOF (9663)

Fax Number: 815-301-8200

Email Address: RAGofAZ@golden-retriever.org

Website Address: www.golden-retriever.org

Principal Office

The principal office of the organization shall be located in Arizona, at the address designated in the most recent annual report filed with the Arizona Secretary of State. The organization shall maintain a statutory agent whose street address is required by law to be maintained in the state of Arizona. The organization may change its statutory agent from time to time in the manner required by law.

Other Offices

The organization shall have offices at such other places within or outside of the state of Arizona as the Board of Directors from time to time may determine, or as the affairs of the Corporation may require.

PERFORMANCE

The rigors of running a non-profit pet rescue are considerable, and the accomplishments of RAGofAZ are all the more remarkable when one considers that its

management and operational functions are carried out solely by a group of dedicated volunteers. The “gold standard” of care is not inexpensive, so RAGofAZ incurs significant veterinary costs. Sometimes these costs are minimal, as when only a general physical exam is needed, but other cases mandate considerable medical expenses. The average cost to RAGofAZ to rescue a Golden is approximately \$800, while adoption fees range from \$250-\$400 depending on the age of the dog. The Rescue has worked diligently to reduce veterinary costs by partnering with a number of generous veterinary clinics to obtain discounted services. In fact, findings from the 2010 National Rescue Committee Survey indicate that the cost-per-rescue for RAGofAZ was nearly half that of Arizona Golden Rescue, the second largest Golden rescue in the state. To supplement income from adoption and membership fees, RAGofAZ volunteers work tirelessly to raise money through donations, an annual campaign, fundraising events and innovative use of online fundraising.

Rescuing Golden Retrievers is a job for people with generous hearts, but is not for the faint of heart. Most RAGofAZ rescues end happily – a few do not. Sometimes the call comes too late. But even dogs that cannot be saved are carried to the Rainbow Bridge in the loving arms of volunteers who believe no Golden should ever walk alone. Whatever the job requires, RAGofAZ remains committed to getting it done. This cause is worth every minute of time spent, every ounce of energy expended, every tear shed and every dollar donated.

All for the love of a Golden . . .

INDEMNIFICATION AND INSURANCE

The Board maintains *Directors & Officers Insurance and General Liability and Bond* purchased by RAGofAZ to protect Board members in the event that they become a party to a legal proceeding taken against them while acting on behalf of the organization. Additionally, members involved in transporting dogs for RAGofAZ receive insurance from the organization’s *Hired Auto and Non-Owned Auto Liability Insurance*. This coverage applies to bodily injury or property damage arising out of the use of a non-owned auto by any person in the course of RAGofAZ business.

BY-LAWS

Major aspects of management are outlined under the current *Amended and Restated By-Laws of Rescue a Golden of Arizona*. The organization reviews and amends its By-Laws as needed, with the most recent revision having taken place in 2010.

MARKET ANALYSIS

THE MISSION – WHY RAGOF AZ RESCUES GOLDEN RETRIEVERS

RAGofAZ exists to improve the lives of both the dogs that it rescues and the adoptive families that provide forever homes for them. Golden Retrievers are well known for their temperament of kindness, loyalty, devotion, and an eagerness to please. A Golden is very aware of the moods of its owner, and responds with extraordinary sensitivity. What these dogs need most is the emotional maintenance that comes from being an integral part of the family, the Golden's "pack." Golden Retrievers are also excellent with children.

Given the extraordinary characteristics of this breed, it is apparent that RAGofAZ dogs are truly making a difference in the lives of their adopters. RAGofAZ volunteers are proud to take part in strengthening families, offering companionship to seniors, creating lifelong friendships between children and pets, and even life-changing therapy dogs to those in need.

RAGofAZ leadership recognizes that no single organization can save all animals and is clear about its singular mission to rescue just this remarkable breed. While several other smaller Golden rescue organizations are currently functioning, there remains a pressing need for the services RAGofAZ provides, particularly in a difficult economic environment.

RAGofAZ has a global reach. In addition to rescuing dogs statewide, Golden Retrievers have come into rescue from Missouri puppy mills and, in support of a sister Golden Retriever rescue, from Oklahoma. During the time of Hurricanes Katrina and Rita, RAGofAZ rescued 10 Goldens from the devastated area. The organization has also assisted in re-homing two Golden Retrievers from Kosovo. RAGofAZ remains ready to assist other rescues in completing cross country transports – for example, in 2013 RAGofAZ traveled to El Paso, Texas, to rescue Goldens that the Texas organization could not accommodate.

In the end, RAGofAZ fosters a culture based on the belief that the lives of the Goldens they rescue are priceless. When the life of an animal is overlooked or disregarded, we are all diminished.

DEFINING THE NEED

According to the NRC Survey, there are two established Golden Retriever rescues in the Phoenix area in addition to RAGofAZ. While the exact number of Goldens in need of rescue each year is unknown, survey results show that RAGofAZ rescues accounted for

60% of all Golden rescues in Arizona in 2010. In 2011, another local Golden Retriever Rescue was formed in Tucson.

The RAGofAZ cost-per-rescue has generally remained lower than other Golden Retriever organizations in Arizona according to the NRC Survey. This is a true testament to the dedicated efforts of the RAGofAZ veterinary team in establishing relationships with local vets and obtaining discounted services. These volunteers also provide continuous oversight and required approvals for specific medical treatments, and vigilantly review all vet bills for accuracy. There is no doubt that RAGofAZ does all it can to minimize expenses without compromising quality of care, and successfully reduced vet expenses throughout the last four years.

Medical Recoveries/Veterinarian Expenses – In 2010, 25% of rescued Goldens received care above and beyond the norm and recovered. As of September 2011, 65% of dogs taken into rescue were given care above the norm and recovered. This statistic reflects the marked increase in the number of older dogs being surrendered and the corresponding increase in veterinary costs to RAGofAZ. Vet expenses in 2012 totaled nearly \$133,000.00 but have been vastly reduced due to a lower number of dogs coming into rescue and the diligent efforts of the vet team previously described.

RESCUE OPERATIONS OVERVIEW

RAGofAZ has, from its founding, maintained a laser-sharp focus on its core mission – to rescue and re-home Golden Retrievers regardless of their age, medical condition or location throughout the state of Arizona. Since RAGofAZ does not limit the number of dogs it services nor the day or time of its operations, it has become imperative that the organization establish a comprehensive and efficient methodology for accomplishing its goals.

VOLUNTEERS: THE HEART OF THE ORGANIZATION

- Volunteers are organized on a macro level into three general spheres of functionality, and on a micro level to execute specific activities that must be carried out:
 - **Rescue Operations** – Shelter Walking, Intake, Home Visits, Placement, Transport, Fostering, Vet Care, Adoption Follow Up and Behavioral Teams (further described in this section)
 - **Fundraising** – Planning and execution of fundraising programs and events, grants, sponsorships, donations program (further described in the *Fundraising* section)

- **Organizational Management and Support** – Board of Directors, Coordinators, Website/Data/ Technology Support, Finance and Administrative Support (further described in the *Governance* section)
- **Recruitment:** Volunteers come to RAGofAZ through many avenues. Some approach RAGofAZ after hearing about its work through the media, website or word of mouth. Potential volunteers are continually recruited by RAGofAZ members who they meet when surrendering or adopting dogs or at public events such as Meet & Greets. A Volunteer Coordinator works with individuals to place them on the team that best meets their interests and the organization's needs.
- **Training:** Coordinators and team members provide training to volunteers in a variety of ways – through written and online communications, face-to-face meetings and mentoring, and direct on-the-job training. Usually a new volunteer will work with an experienced member, often accompanying him/her as rescue tasks are carried out. Operations teams aim for the highest level of quality and consistency in the execution of rescues through strict adherence to the processes outlined in the *Policies and Procedures* manual. This is augmented by frequent consultation with the Directors of Golden Operations and Golden Rescue and/or the President, particularly when unforeseen circumstances arise.
- **Execution of Rescues:** Each of the rescue operations teams is guided by one or more Coordinators who oversee their team's function and ensures that the dog is moved seamlessly into the next phase of rescue. The *Policies and Procedures* manual describes the process in great detail and includes all instructions, questionnaires, forms and other documents that are used. Team members and Coordinators communicate primarily through a structured email process, and also access documents online. Upon completion of their portion of the rescue, Coordinators enter online summary reports, which are distributed to other team members, Coordinators or Directors as needed. Adoption outcomes and other relevant statistics are maintained, reviewed and published in regular monthly reports. Volunteers with the requisite skill sets currently handle Website and database management, with professional technical support provided by a third party company.

RESCUE TEAMS

As previously noted, RAGofAZ maintains a formal written protocol for its rescue operations, which is captured in the *Policies and Procedures* manual. This manual serves as a detailed “how to” guide for every volunteer who participates in rescues, and enables new Coordinators and Directors to learn and understand the rescue process.

The *Policies and Procedures* manual identify teams of volunteers that have been formed to work together to move Golden from their initial location/situation to their “forever” homes.

These teams are as follows:

1. **INTAKE TEAM:** This group gathers information from the source of the Golden (shelter, finder of a stray or owner) to describe the dog and its needs; the volunteer ascertains that the dog is a purebred Golden, papered or not, and has no aggression issues.

2. **SHELTER WALKER TEAM:** These volunteers visit shelters statewide to find Golden in need of rescue and determine if they are suitable for adoption; they notify the Intake Team.

3. **HOME VISIT TEAM:** HVT members review applications, interview applicants and conduct home visits to educate families about the breed and approve homes that are appropriate for a Golden.

4. **PLACEMENT TEAM:** This team takes information on dogs gathered from the Intake team, reviews database listings of families approved by HVT and matches Golden with the best possible homes.

5. **TRANSPORT TEAM:** Volunteers on this team move the dogs from one location to another, transporting them to local vets for treatment and to their new homes. They are trained to facilitate the introduction of the new dog to resident pets and family members.

6. **VET TEAM:** RAGofAZ has approved veterinary clinics throughout the state, and the Vet Team works with vets and families to meet the medical needs of the Golden. The Vet Records Manager, a member of the Vet Team, maintains records of the dogs as they come into RAGofAZ and sends appropriate paperwork to adoptive families.

7. **FOLLOW-UP TEAM:** These volunteers stay in contact with and support new families from the time the new dog arrives in their homes until the adoption is final.

8. **BEHAVIOR TEAM:** These specially trained volunteers assist families that are experiencing behavior-related problems with their RAGofAZ Golden.

9. **ADOPTION COORDINATOR:** This volunteer verifies contracts and payments, and prepares letters to finalize adoptions.

10. **WOOF LINE TEAM:** Volunteers check messages on RAGofAZ phone lines repeatedly throughout the day and forward them to the appropriate teams for response.

11. **MICROCHIP MANAGER:** This volunteer purchases Avid microchips and maintains a spreadsheet of inventory, vendor, microchip number and identities of the dogs receiving them.

STRATEGY AND IMPLEMENTATION SUMMARY

"Old dogs, like old shoes, are comfortable. They might be a bit out of shape and a little worn around the edges, but they fit well."

Bonnie Wilcox

Any organization with a statewide presence faces significant challenges in connecting with its supporters and the public throughout a large geographic area. A non-profit that runs on 100% volunteer fuel, such as RAGofAZ, has an urgent need to continuously communicate with its members and keep them engaged and motivated. RAGofAZ's communications strategy employs wide-ranging use of technology, community events and publications.

COMMUNICATIONS TOOLS

- *Website* - The RAGofAZ website (www.golden-retriever.com) contains a wealth of knowledge about the organization in general, the process of adopting a dog, and information about supporting the rescue through volunteerism, fundraising and donations. Overhauled in 2011, the site is easy to navigate and is updated weekly at a minimum. One of the most popular sections of the site is the *Available Dogs* page where those interested in fostering or adopting a dog can browse through pictures and stories of dogs awaiting their forever homes. This section is directly tied to the rescue database to ensure that the information is always up to date. Members and non-members alike will find the site to be an excellent resource for an introduction to RAGofAZ as well as a hub for ongoing communication on news and events. The site also contains an extensive E-library of various articles on how to best care for Golden Retrievers.
- *WOOF Line* – A call to the RAGofAZ telephone line is often the first contact from individuals looking to surrender or adopt a Golden Retriever. Volunteers rotate the responsibility for checking messages numerous times each day and directing calls to the appropriate team for response.
- *E-blasts/E-newsletter* – Members receive an electronic newsletter called *Golden Tales* in addition to regular email updates. Information about fundraising events, including requests for volunteers and committee members, are e-blasted on an as needed basis. The President and other RAGofAZ leaders also communicate special messages to members through email.
- *Mailings* – Membership renewals, adoption documents, and thank you letters are sent via US mail, but other communications make increasing use of online operations.

- *Social Media* – Subscribers to social media can follow RAGofAZ on Facebook, a medium that has vastly increased RAGofAZ's presence in the online world.
- *Yahoo Group* – The *Rescue a Golden of Arizona Yahoo Email Group* claims nearly 450 members with almost 35,000 messages sent since RAGofAZ was founded.
- *Brochures/Business Cards* - RAGofAZ has historically spent only a minimal amount of valuable donor dollars for these items. However, there is a need for more sophisticated, updated materials in order to move the mission forward, an issue which is being addressed by a newly formed Branding Committee. RAGofAZ will continue to seek sponsors or underwriters for critical print and design needs.
- *Annual Meeting* – A dog-friendly event held outdoors each October/November, the Annual Meeting offers RAGofAZ members an opportunity to “Meet & Greet” each other, their Golden Retrievers and the newly elected Board. A meeting agenda is prepared and business is conducted, including annual reports from Officers, Directors and Coordinators.

COMMUNITY/PUBLIC RELATIONS

Authorization to Speak for RAGofAZ – The President is the first point of contact for any media inquiries, with the Vice President being the second in command. This is particularly critical in the event of a crisis that draws media attention. RAGofAZ has been fortunate to have no history of negative press, and its leadership takes seriously its position in the community as a role model for other animal rescue groups.

Community Involvement – Many RAGofAZ events in the community double as fundraisers (such as Meet & Greets, Gift Wrapping) and such programs are covered in the *Fundraising* section of this plan. However, RAGofAZ recognizes the importance of maintaining a vibrant community presence for the purpose of educating the public on its mission, the joys of Golden adoption, care of the breed, and the value of volunteerism. Such opportunities enhance the organization's visibility in the state, lend support to affiliate organizations and partners, and keep the issue of dog rescue in the public eye.

The following events demonstrate RAGofAZ's strong commitment to the community:

Meet & Greets – occurring throughout the year around the state, volunteers bring their Golden Retrievers to participating stores to meet and greet passersby. Dogs wear donation vests and can generate several hundred dollars in contributions.

Parades – RAGofAZ has participated in a variety of parades where rescued Golden Retrievers strut their stuff with the people they now own walking by their sides. These

include annual events such as Parada del Sol in Scottsdale and the Glendale Fireman's Parade, as well as special events like the 2010 Fiesta Bowl Parade.

All-Breed Adopt-a-thons and Events – RAGofAZ has supported these events by staffing educational booths at programs such as the Phoenix Pet Expo, PACC911 Spring Fling and St. Francis Festival, Golf Fest, and various events at the Phoenix Convention Center and Westworld.

USDAA Cynosport Games – This program, presented by the United States Dog Agility Association, had been an annual event for RAGofAZ for many years but has not returned to the Phoenix area since 2010. In addition to educating the public and selling merchandise, RAGofAZ hosted the Doggie Do Right Ring, an agility course that brought in donations. This event will be back to WestWorld of Scottsdale in November, 2016.

Dogtober-Fest – Held every October at Court House square in downtown Prescott, this event brings together a large segment of northern volunteers and their canine companions, giving RAGofAZ greater exposure in this important upstate community.

WOOF Down Lunch – Held annually each June, this event in Prescott attracts a variety of vendors, entertainment and representation by other rescue groups.

PARTNERS

RAGofAZ has developed a series of partnerships with businesses and veterinary providers in an effort to build financial and community support for the cause of Golden rescue. Company logos and links are posted on the website. Partnerships not already cited in the *Fundraising* section of this plan include:

- *Veterinary Clinics* – These partners provide the “gold standard” of medical care at discounted fees, and informally help publicize the mission. One clinic offers its conference room at no charge to RAGofAZ for Board meetings.
- *PACC911 (Phoenix Animal Care Coalition)* – A longtime member of this organization, RAGofAZ participates in three of their adopt-a-thons each year.
- *National Rescue Committee/Golden Retriever Club of America* – Partnership with these organizations strengthens RAGofAZ's credibility as a rescue group and expert on Golden Retrievers, broadens access to the public at large, and adds RAGofAZ's voice to those of these groups on matters of animal rescue.
- *Statewide shelters* – including Maricopa Animal Care and Control Services, Pima and Yavapai Animal Care and Control, the Arizona Animal Welfare League and the Arizona Humane Society. Many of the neediest Golden Retrievers come from shelters around the state that do not have the time or resources to treat serious or chronic medical

issues. The continued partnership with shelters ensures that no Golden will be overlooked or euthanized because of treatable medical issues.

- *Pets for Patriots* – RAGofAZ and Pets for Patriots Inc., a non-profit that connects adult shelter pets with servicemen and women, have joined forces to increase adoption rates. Pets for Patriots work with donors across the country who is motivated to place loving animals into the homes of military personnel, saving lives that would otherwise be lost through euthanasia.

ORGANIZATION AND MANAGEMENT

BOARD OF DIRECTORS

The business and affairs of the Corporation shall be managed, and all corporate powers shall be exercised, by or under the direction of the Board of Directors. The Board of Directors shall have the exclusive authority to adopt and amend policies, procedures, rules, and regulations governing the affairs of the Corporation, including but not limited to rescue and adoption policies and the conduct of Members.

The number of elected corporate directors shall be not less than seven (7) nor more than twenty-five (25). The Board of Directors has the sole authority to increase or decrease the number of Director positions within the above limits. All Directors must be Members in good standing of the Corporation. If a Director shall fail to meet the qualifications of good standing at any time during his term, he or she will thereupon cease to be a Director and his or her place on the Board shall be deemed vacant.

Unless otherwise expressly provided by resolution adopted by the Board, no Director shall receive any compensation for his or her services as a Director; however, the Board may authorize the Corporation to reimburse a Director for any approved out-of-pocket expenses actually incurred by the Director in the conduct of the affairs of the Corporation.

All Board members shall serve two-year terms on a staggered basis. In order to achieve staggered terms, and for any election for a newly created Director position, the Board may designate certain Director positions to serve one-year terms. Thereafter, the term of office for each Director shall be two years.

DUTIES OF THE BOARD

The Board shall establish the duties, responsibilities, and qualifications associated with each Director position, which may be amended from time to time by resolution of the Board.

The officers of the Corporation, all of whom shall be Directors, shall consist of a President, Vice President, Secretary and Treasurer, and such other officer positions as the Board may from time to time create by resolution.

The duties of the officers are as follows:

President: The President shall be the principal corporate officer of the Corporation; shall preside at all meetings of the Board and of the Members; shall see that orders and resolutions of the Board are carried out; shall be authorized to execute and deliver any contract or other instrument in the name of the Corporation and on its behalf; and shall

perform such other duties as the Board may from time to time prescribe. The President shall appoints chair of the Nominating Committee, publishes e-newsletter, be responsible for: insurance, mail distribution, merchandise, branding and prepares agenda for Board meetings.

Vice President: The Vice President shall have such powers and perform such duties as the President or the Board may from time to time prescribe. At the request of the President, or in case of his or her absence or inability to act, the Vice President shall perform the duties of the President and, when so acting, shall have all the powers of, and be subject to all the restrictions upon, the President. The Vice President shall be responsible for Membership, Volunteerism, RAGofAZ Property, Meet and Greet program, Annual Members Meeting and Southern Member & Volunteer Activities.

Secretary: The Secretary shall record the votes and keep the minutes of all meetings and proceedings of the Board and of the Members; serve notice of meetings of the Board and of the Members; keep appropriate current records showing the Members of the Corporation together with their addresses; and perform such other duties as required by the Board. The Secretary shall distribute Board meeting notices, keep meeting minutes, records votes, maintain updated contact lists; processes confidentiality and beneficiary agreements, handles Condolences/Bridge Cards, maintain library of organization's forms and policies/procedures.

Treasurer: The Treasurer shall receive and deposit in appropriate bank accounts all monies of the Corporation and shall disburse such funds as directed by resolution of the Board; shall keep proper books to be made by a public accountant at the completion of each fiscal year; and shall prepare an annual budget and statement of income and expenditures to be presented to the membership at its regular annual meeting and delivered to the Members. The Treasurer shall be responsible for Accounts Payable/Accounts Receivable, maintain financial/taxes/compliance records, prepares monthly Profit & Loss/Balance Sheet reports, oversight of taxes and CPA and manages PayPal withdrawal's to checking.

The directors of the Corporation shall consist of Golden Operations, Golden Rescue, Fundraising, Events, Southern K-9 Operations, Information Technology, and such other director positions as the Board may from time to time create by resolution.

The duties of directors are as follows:

Director of Golden Operations: oversees day-to-day operations of the following teams; Adoption/Foster, Placement, Vet Care (Microchip, Vet Records, Vet Liaison, Vet Manager), Follow-up and Behavior.

Director of Golden Rescue: responsible for day-to-day operations of the following teams – Woof Line, Home Visit, Intake, Shelter Walking, and Transport.

Director of Fundraising: oversight for donation program (thank you letters and donor database entries); Annual Fundraising Campaign; grants; holiday gift wrap program; online fundraising and marketing.

Director of Events: responsible for Bark in the Park; Links of Gold Golf Tournament; PACC911 community Adopt-a-Thons events; Woof Down Lunch/Dogtoberfest; and miscellaneous community events.

Director of Southern K-9 Operations: responsible for fundraising and educational events and programs in Southern Arizona; collaborates with Southern Arizona Coordinator on recruitment and training of members and volunteers.

Director of Information Technology: responsible for website operations; PLESK; database administration; database online storage of policies and procedures; online payment operations; online marketing program; and social networking. Provide oversight for Cutest Golden contest; design/production/distribution of calendars; online marketing program and mass mail communications systems and processes.

BOARD DEVELOPMENT AND SUCCESSION PLANNING

RAGofAZ operates succession planning to ensure continuity and efficiency of operations when new Officers and Directors are installed. Our Operating Procedures allow the immediate past president to serve as a resource to the Board and mentor to the newly elected President; in this capacity, he/she may attend Board meetings (but may not vote).

Current leaders of the organization should actively participate in recruiting and mentoring potential candidates for RAGofAZ leadership positions. Every Board member/Coordinator view this process as essential to the future of the organization and one of his/her most important responsibilities. Sharing of knowledge is essential to the health of any non-profit, and is a fundamental part of the organizational culture at RAGofAZ.

STANDING COMMITTEES

Three standing committees have been established to support of the overall operation and administration of duties and activities required to achieve the objectives of RAGofAZ. They may be active or dormant for whatever period of time is required to meet the needs of the organization.

Executive Committee: This consists of the President of the Board as Committee Chair, the Vice President, Treasurer, Secretary and any other Director appointed by the President and approved by the Board. The Executive Committee (aka “E-Board”) may meet in executive session on any matter, and is empowered to make decisions and act on behalf of the Board between Board meetings (with certain exceptions outlined in the By-Laws).

Nominating Committee: The Chair and members of this Committee are appointed by the President and confirmed by the Board for the purpose of nominating persons to fill vacancies on the Board. No person who intends to be a candidate for a Board vacancy may serve on the Nominating Committee.

Marketing Partnership Committee – receives, evaluates and approves applications from vendors/businesses to become marketing partners (see page 24 for details)

FINANCIAL PROJECTIONS

"In order to really enjoy a dog, one doesn't merely try to train him to be semi-human. The point of it is to open oneself to the possibility of becoming partly a dog."

Edward Hoagland

Since its inception in 1998, RAGofAZ has successfully procured the necessary funds to carry out its activities through a combination of adoption fees, membership dues, donations and proceeds from a variety of fundraising initiatives. As noted, the cost of maintaining the "gold standard" of medical care for its rescued dogs is high, and adoption fees cover less than half the actual expense. Thus, RAGofAZ has developed, and continues to refine, a strategic program to recruit and retain members, and to garner their support for fundraising and growth. The fiscal health of the organization improved significantly during the 2011-2013 time frames as a result of focused cost-cutting and fundraising including the launch of an Annual Fundraising Campaign.

As is the case with most non-profits, the economic downturn of the late 2000's took a terrible toll on fundraising efforts. The loss of jobs, income and homes significantly increased the number of Golden Retrievers being surrendered. In fact, a National Rescue Committee (NRC) Survey indicated that more than 10,000 Golden Retrievers and Golden mixes were rescued across the country in 2010. Given the costs of nursing sick dogs back to health – or even providing routine care to a healthy but neglected animal – there is no denying that dog rescue is a serious and expensive business.

RAGofAZ is at a turning point in its history where community partnerships and innovative fundraising efforts are more important than ever. In conjunction with fundraising, volunteer recruitment and retention is critical. A handful of Golden rescue groups around the country have been forced to close their doors in recent months due to a lack of volunteers. RAGofAZ is committed to seeking proactive solutions to secure the future of the organization and Golden Retrievers in need throughout the state of Arizona.

Because the dual issues of fundraising and membership development are so critical to its long-term sustainability, RAGofAZ has dedicated two Directors and one Coordinator to these efforts. The Board includes a Director of Fundraising position and also a Director of Events in recognition of the significant role of both online and event-driven fundraising. The Membership Coordinator assumes overall responsibility for membership development programs, reporting directly to the Board under the Vice President. A trend that continues to challenge the organization is declining membership retention as adopters allow their membership to expire and fail to renew.

ADOPTION FEES AND MEMBERSHIP DUES:**Adoption Fees:**

\$400 for dogs* up to age 3 years, 11 months

\$300 for dogs* aged 4 to 7 years, 11 months

\$250 for dogs* aged 8+ years

*When adopting more than one dog, second dog is half price.

The adoption fee includes a health evaluation by a RAGofAZ veterinarian, spay or neutering, testing for valley fever and heartworm, micro-chipping, and vaccinations (rabies and DHPP). Additional treatment is considered on a case-by-case basis. The adoption fee also includes an individual one-year membership.

Membership Dues:

\$35 per year for an individual membership

\$45 per year for a family membership

\$10 per year for a student membership (non-voting)

RAGofAZ members receive regular communications and are eligible to vote in elections.

FUNDRAISING PROGRAMS:

Links of Gold Golf Outing – this annual fundraiser, held in September, includes a scramble golf tournament, dinner, and raffle. Increased efforts to gain sponsors drove the improvement.

Barnes and Noble Gift Wrapping – this is a RAGofAZ signature holiday event. Volunteers work at various Barnes and Noble stores in the Valley and Bookman's in Tucson from Black Friday until Christmas Eve, wrapping gifts for customers in exchange for donations. Golden retrievers are permitted on site, and attract many enthusiastic visitors. This event is an excellent fund raiser for our organization.

Bark in the Park – Traditionally billed as a “thank you” event, members, non-members and their adopted Golden retrievers come to spend an afternoon to share food, stories, socialize, and raffle prizes. A Rescue Ceremony honors new adopters and their dogs while a touching Bridge Ceremony memorializes dogs that passed away. While not targeted as a fundraising event, Bark in the Park historically raises \$1500 - \$2000 from ticket sales, raffles and donations. In 2016, the event was renamed to “Karsten’s Bark in the Park”, to honor an exceptional member and originator of RAGofAZ’s Transport Team, Ed Karsten, a truly Golden Champion, who passed on November 4, 2015.

Annual Campaign – RAGofAZ launched its first annual fundraising would campaign in the spring of 2012 and a second one in 2013. Each campaign generated more than \$12,000 in revenue.

Grants – In 2013 RAGofAZ applied for and received a total of \$7,800.00 in grants from The Golden Retriever Foundation April Fund, Valle Del Sol Golden Retriever Fund, PACC911 Emergency Medical Fund, CABRA and The Goldstock Fund. This is the highest level of grant income achieved in the past several years.

Donations – The bedrock of RAGofAZ's fundraising program is donations from members and supporters. In 2012 RAGofAZ generated \$87,000 in donations and is on target to exceed that in 2016. The Director of Fundraising oversees the recording and acknowledgment of donations.

Cutest Golden Contest – in 2010, RAGofAZ launched this annual low-cost/high reward contest, in which dog owners submit photos of their Golden Retrievers to RAGofAZ for an online "cutest" competition. Voters pay \$1 per vote per dog as the contest moves through weekly elimination rounds until the winner and runner-ups are identified. These dogs win coveted slots in RAGofAZ's exquisite annual calendar. This initiative generates approximately \$7,000 annually.

RAGofAZ Annual Calendar – this beautiful Golden-filled calendar is always a sell-out, generating several thousand dollars in revenue per year. Calendars sell for \$10.00 at events (\$12.50 online to cover shipping) and make an excellent holiday gift for any dog lover.

Vendors/Local Partnerships – RAGofAZ works with various vendors, restaurants and retailers throughout the year who contribute a portion of their proceeds to RAGofAZ or otherwise support the organization. Interested companies may complete an online application located on the RAGofAZ website, which will be directed to the Webmaster. They (or another Committee member) distributes the application or other inquiry/proposal to the *Marketing Partnership Committee*, which presently consists of the President, Vice President, Director of e-Fundraising, Director of Fundraising and Director of Golden Operations. The Committee reviews the proposal, determines if it has merit and either approves/declines it or appoints a Committee member to investigate further (this can be conducted through email, telephone or face to face meeting as needed). Once sufficient information has been obtained, a final decision is made and a designated Committee member notifies the applicant and, if appropriate, takes steps to commence the partnership. The need for contracts and/or other written agreements should be handled on a case by case basis.

Online Merchandise – RAGofAZ t-shirts, hats, calendars and bandanas, or customized apparel available for purchase on the RAGofAZ website, and other merchandise can be purchased through the RAGofAZ store at Land's End or Café Press.

BECOME A PARTNER – OPPORTUNITIES FOR SUPPORT

Since RAGofAZ relies solely on the generosity of its supporters to meet its expenses, the organization has developed an extensive menu of funding opportunities for both individuals and businesses. There are currently many ways to partner with RAGofAZ in the area of sponsorships and grants, and the Board continues to work on expanding these options for the future.

At the present time, opportunities to support the mission of RAGofAZ are available as follows:

Ongoing Corporate Sponsorships – RAGofAZ is interested in partnering with large and small businesses to form long-standing relationships that mutually benefit both the company and the Rescue. The Directors of Fundraising and Events will work individually with the supporter to customize a sponsorship and publicity campaign for maximum exposure and return on investment. Such opportunities include: *Links of Gold Golf Outing, Golden Harvest Wine Tasting, Annual Calendar, Cutest Golden Contest and Bark in the Park.*

General Donations – it is critical to provide several touch points for those interested in making a donation to support RAGofAZ. The homepage of the website contains a prominent link to “make a donation” quickly and easily. Potential supporters may donate in a variety of ways – online, via mail or by making a pledge over the phone. From time to time, donors can participate in other creative options such as memorial/tribute giving, sponsoring a specific dog or special appeals.

In-Kind Giving – especially in the current volatile economy, supporters may prefer donating goods rather than cash. The RAGofAZ garage sale is a great example of soliciting donors for used household items. Other in-kind donations may include dog food, toys, obedience training and specialized care for incoming dogs before they are placed with a forever home.

Personal Fundraising – the world is full of inherently good people (and dog lovers) who are seeking opportunities to give in their own way. Some have chosen to become fundraising ambassadors for RAGofAZ, such as the teenager who founded her own non-profit *Pennies for Pups*. This creative young lady has partnered with RAGofAZ on fundraisers such as the 2011 *Links of Gold* golf outing. Other members have contributed by holding yard sales and home parties with proceeds going to RAGofAZ.

FUNDRAISING FOR THE FUTURE

Business Memberships –the Board of Directors might consider modifying its membership eligibility requirements to allow businesses to join RAGofAZ. Participants

would receive a sticker or certificate to display at their place of business to show their continued support for RAG, as well as an annual calendar and ongoing communications about upcoming events and success stories.

“Golden Legacy” Planned Giving Program – while this type of program may take several years to get up and running, it should not be overlooked. As the Director of Fundraising builds personal relationships with donors, there should be an option for them to include RAGofAZ in their estate planning and wills. This may be an especially meaningful decision for someone whose life has been greatly impacted by his or her Golden, such as a senior citizen or therapy dog owner. While our website currently contains information on how to leave a bequest to RAGofAZ, the program requires further development and promotion.

APPENDIX

- RAGofAZ By-laws and Code of Ethics are available for viewing on its website.
- RAGofAZ 501(c)(3) documentation will be provided upon request.
- Information regarding RAGofAZ finances will be provided upon request.