

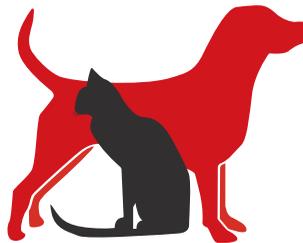
# Montgomery County Animal Welfare League Capital Campaign

**IMPROVEMENTS ARE COMING**  
for the Animal Welfare League of Montgomery County



**YOUR HELP CAN MAKE THEM HAPPEN!**

**Animal Welfare League  
of Montgomery County**



**Saving Animals. Serving Community.**

The Mission of the Animal Welfare League of Montgomery County is to fight for animal welfare by promoting spay/neuter services to reduce pet overpopulation, educating our community, enforcing animal rights, and providing a safe and loving environment for all animals in our care until placed in their forever homes.

# The Future is Now!

The Animal Welfare League of Montgomery County Indiana has been saving the lives of companion animals since its founding in 1965. The following pages tell our story of challenges met by the many supporters, volunteers, staff, and board members of the AWL and our Vision for Shelter improvements.

Our current challenges are the limitations on animal care capacity and 21 years of wear and tear on the Shelter's interior facilities. We have developed exciting plans for renovating and expanding the Shelter and modernizing our animal support resources. Completing the plans will depend on the generosity of old and new friends to help fund our plan to assure a bright future for companion animals in our care.

Our Vision calls for renovating and reconfiguring interior spaces for better utilization of the existing Shelter building. This includes separate animal intake and treatment rooms, a surgery center, and a community room to accommodate public education programs and training resources for staff and volunteers. Expanding dog and cat holding capacity and installing all new, state-of-the-art cat containment and dog kenneling facilities will greatly improve the care and comfort of our animals. A 900 square foot addition at the front of the Shelter will include a welcoming public reception area, cat adoption center, outdoor cattery, and staff offices.

Driving this Vision is maintaining our status as a nationally recognized NO KILL Shelter by fulfilling our commitment to saving the lives of over 90% of the animals entering the Shelter.

To make these improvements, we are undertaking this Capital Campaign to raise \$1,500,000 in funding from local friends, businesses, and corporations, as well as from national granting institutions and caring individuals willing to join with us in our daily fight to save the lives of companion animals. As you read our story, please consider how you might partner with us in achieving our Vision to provide a shelter that will fulfill our Mission to the Montgomery County Community.

Thanks for your support.

Sincerely,

Animal Welfare League  
Board of Directors and Staff



AWL Board of Directors

All photos submitted by Brooke Harshbarger, Misha Anderson, Lindsay Williamson, and various AWL staff members and volunteers  
Campaign booklet graphic design by Lindsay Williamson

Director	Office	Occupation/Company	Supporting Staff		
Jacci Boone	Treasurer	Retired	Misha Anderson	Executive Director	
Ron Brown		York Auto Dealership	Jenny Upleger	Shelter Manager	
Madison Cope		Indianapolis Zoo	Kurt Homann	Board Attorney	
Raina Gates		Crawfordsville Family Vet			
Sally Gooden	Vice President	Retired			
Brooke Harshbarger		Brookeharger Photography			
Sam Hildebrand		Retired			
Stacie McClure		Lakeside Book Company - Occupational Nurse			
Nick Miller		York Auto Dealership			
Lindsay Williamson		Secretary	Purdue Extension: Montgomery County		
Gwynn Wills		Retired			
Rachel Zachary	President	Jack Henry & Associates			



# Capital Campaign Case for Animal Shelter Building Renovation & Expansion

**Funding Goal: \$1,500,000**  
**Purpose:** Renovate, expand, and reequip AWL's 21-year-old Shelter Building  
**Campaign Management:** Capital Campaign Committee of the Board of Directors

**Animal Welfare League of Montgomery County, Inc.**

-  1104 Big Four Arch Road, Crawfordsville, IN 47933
-  765-362-8846
-  [shelterpets@mcawl.com](mailto:shelterpets@mcawl.com)
-  <https://mcawl.com/>
-  <https://www.facebook.com/animalwelfareleagueofmontgomerycountyindiana/>
-  <https://www.charitynavigator.org/ein/351163165>
-  <https://www.guidestar.org/profile/35-1163165>
-  <https://www.guidestar.org/profile/35-1163165>
- Federal Tax-Exempt Designation:** 501(c)(3) Determination letter 2/10/1981
- Indiana Nonprofit Business ID:** 194453-125
- DUNS #**941829392
- EIN** 35-1163165



Scan with the camera on your smartphone to open these direct links

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Aerial view of Shelter and Bark Park



Aerial view of Shelter and dog runs



Bark Park



# Capital Campaign Case- Executive Summary

The Animal Welfare League Board of Directors has relied on the following Statements of Purpose in developing the Case for our Shelter Renovation and Expansion Plan and the Capital Campaign to secure the funding for the Plan. As you consider our request for your financial support, we invite you to read the full Case commentary in the pages following the Executive Summary.

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## Guiding Goals

The Animal Welfare League of Montgomery County, Inc. is a private, Not-for-Profit 501(c)(3) business engaged in owning and operating a professionally staffed and debt-free, companion animal rescue and adoption facility serving the 38,000 residents of Montgomery County Indiana. We partner with local law enforcement units and the Health Department in enforcing City and County animal ordinances. Our staff of eleven includes three Animal Control Officers who are on call 24/7 to respond promptly to the needs of companion animals and livestock. From the time companion animals are legally in our care, they go through a process of admission, evaluation, and veterinary care. All are given appropriate inoculations, have spay/neuter surgery, and are microchipped prior to adoption. Humane euthanasia is used only to end an animal's suffering and not as a means of shelter population control. Since 2018, our Shelter has achieved its NO KILL status, as defined by Best Friends Animal Society, by saving at least 90% of all animals admitted to the Shelter. Our Save Rate statistics for the years 2012 through 2020 are on page 6.

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## Objectives

AWL is launching a Capital Campaign to secure \$1,500,000 in funding to proceed with the planned renovation, expansion, and re-equipping of our 21-year-old Shelter. By providing enlarged and up-to-date facilities with state-of-the-art kenneling equipment, we strengthen our ability provide superior animal care, maintain our No Kill status, create space for public education, provide for on-site veterinary care, and enhance our ability to retain qualified employees who thrive in a safe and well-appointed workplace.

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## Programs and Services

The AWL maintains annual service contracts with the City of Crawfordsville, the Montgomery County Commissioners, and most of Montgomery County's town boards to provide animal rescue and control services. Our Animal Control Officers provide services to the residents living in our 505 square mile county. They work closely with law enforcement and the Health Department, especially when dealing with animal hoarding or cruelty cases, and evictions when companion animals are in the home. Our Officers handle the rescue and intake of over one thousand animals per year. We maintain a fleet of two call-out vehicles and a large van to transport domestic pets and a horse trailer to transport livestock. The Shelter is open to the public six days a week to receive surrendered animals, provide adoption services and welcome visitors and volunteers. The Executive Director, Shelter Manager, Medical Coordinator and Foster Program Coordinator present education programs on site as well as at local schools and service club meetings to acquaint the public with the importance of spay/neuter of pets and their proper care, housing, training, feeding and exercise.

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## Governance and Organization Planning

The AWL By-Laws provide for twelve board members in four classes of three who may serve two consecutive three-year terms. The Board of Directors is responsible for overseeing the affairs of the AWL in all financial, operational, and personnel matters. The Board appoints the Executive Director who supervises day-to-day operations and assures that the Shelter meets the standards of animal care set forth by the Purdue University College of Veterinary Medicine and the Humane Society of the United States. The Board meets monthly to receive reports and recommendations from each Committee of the Board, hear the Executive Director's report and conduct official business as required. The President appoints members to serve on standing committees of the board.

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## Shelter Staffing

The Executive Director represents the AWL to the community at large and supervises the Shelter Manager who is responsible for daily supervision of the Medical Coordinator, the Foster Program Coordinator, three full time Animal Control Officers, three full time and three part-time kennel staff. One ACO is assigned a "take home" call-out vehicle during weeknights and weekends to provide round-the-clock response and assistance to 911 dispatch calls, retrieve strays or work with law enforcement in cases involving companion as well as domestic animals.

## Finances

AWL is debt-free thanks to careful planning and exceptional community support. Our annual Animal Control Services Contracts with the city, county, and county towns have increased significantly in recent years and provide up to 60% of our total operating income. Other income is from fees for adoptions and other services we provide, three annual fundraisers, memorial gifts, donations from individuals, and from local businesses. Details of our income and expenses for 2017 through 2020 and our budget plans for 2021 and 2022 are in the expanded Case Commentary.

AWL has also received “Brick and Mortar” Grants from the Montgomery County Community Foundation for building and equipment upgrades that our annual operating budget could not support. Starting in 1999, the Foundation awarded AWL a grant of \$150,000 to support the construction of the current Shelter building. Since then, AWL has received fourteen additional grants totaling \$303,558, bringing the total support received from MCCC to \$453,558.

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## History

AWL began in 1965 as an animal rights advocacy organization with no intention of operating an animal shelter. For years, the City of Crawfordsville and Montgomery County law enforcement had operated a “dog pound” using a small barn to temporarily hold dogs and cats. Infrequent adoptions led to euthanasia by auto exhaust as the method of controlling the animal population. In 1969, the League contracted with the City of Crawfordsville, Montgomery County to take over animal control services and manage adoptions as an extension of the organization’s commitment to champion animal rights. By 1975, the AWL raised enough capital from local supporters to abandon the barn and build a new Shelter building on land donated by the county. AWL’s efforts in educating the public about the importance of spay/neuter practices resulted in a reduction in animal intakes and an increase in adoption rates. Over time, wear and tear on the Shelter building and the need for more animal care space and improved kenneling equipment led to planning a new facility. In 1997, R.R. Donnelley & Sons Company donated 3.6 acres for the future Shelter site, eliminating the need to purchase land. The Capital Campaign raised \$450,000 to pay for the construction of the current 6,460 square foot Shelter building, which opened debt free in September 2000.

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## Present Shelter Facility

Our Shelter has a design capacity to kennel 34 dogs and care for 53 cats, but typically accommodates 45 or more dogs and 160 or more cats on any given day. Over 85% of the building is outfitted for animal care and support with the remaining space dedicated to a public reception area, staff offices, restrooms, and mechanical rooms. Outdoor resources include paved parking area, paddocks to accommodate rescued livestock, eleven exercise runs for dog turnout throughout the day, and an outdoor cattery. The Shelter Complex includes a 1.5-acre community dog park jointly operated by AWL and the Crawfordsville City Parks Department.

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## Facility Improvement Plans and Budget

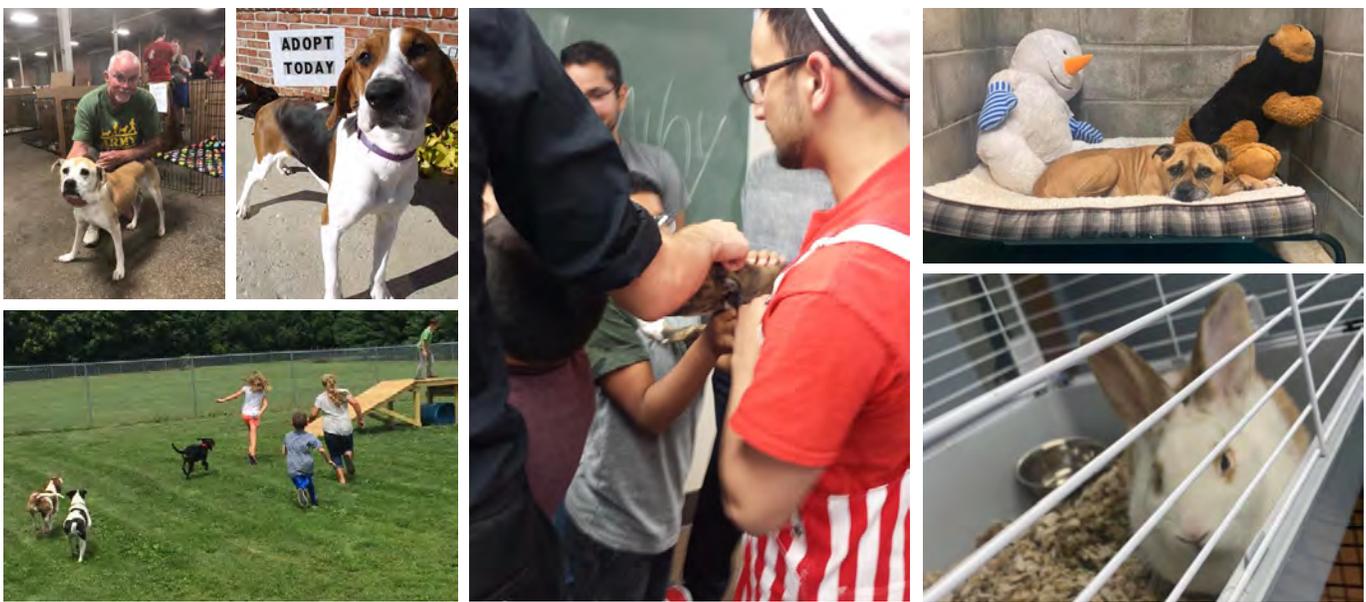
Working with our Shelter Staff and Architect, we have developed a plan to extensively renovate, and upgrade the existing Shelter building. The improvements are based on our architect’s experience with the latest advancements in shelter design and kennel equipment and our Staff’s research into the best practices in modern shelters.

A detailed list of improvements incorporated in the new shelter space plan is presented in the expanded commentary following this Executive Summary. Supporting documents found in the Appendices include:

- ❖ Existing Shelter Floor Plan and the Renovation & Expansion Floor Plan
- ❖ Shelter Space Utilization Comparisons – Existing vs. Renovation & Expansion Floor Plan
- ❖ \$1,615,000 Shelter Renovation & Construction Budget Detail

Phasing the renovations and new construction will allow the Shelter to continue normal operations and not interfere with animal care or services to the community.





## Capital Campaign Contribution Accounting Procedures

To ensure that all individual contributions and grant awards to the Capital Campaign are received and managed by an established fund manager, the AWL has entered into an agreement with the Montgomery County Community Foundation <https://www.mccf-in.org/>, to establish a Designated Non-Permanent Fund in AWL's name as defined in the Memo of Understanding between MCCF and AWL. The essential elements of the Agreement are that MCCF will:

- ⊗ Create and manage the AWL Shelter Capital Fund to receive donations and grants made to support the renovation and expansion of the AWL Shelter.
- ⊗ Provide donors detailed guidance for making gifts of securities, property, or distributions from an IRA.
- ⊗ Issue an official letter of receipt for donations to the Fund that conform to IRS guidelines.
- ⊗ Provide donors to the Fund an annual accounting for IRS reporting requirements.
- ⊗ Upon request, provide donors copies of notifications confirming AWL's Legal Status and its Governing Documents.
- ⊗ Provide AWL with monthly reports on the Fund's status.

MCCF will distribute funds to AWL only upon receipt of detailed invoices for completed professional services by architects, engineering firms, contractors and suppliers engaged to renovate and expand the Shelter building, thereby assuring that AWL will use the funds for the sole purpose of executing the Shelter Expansion Plan. The entire legal agreement is available on request to MCCF.

## Capital Campaign Funding and Donor Recognition

The funding goal of the Capital Campaign is \$1,500,000. The Campaign Committee of the Board is conducting the campaign without incurring the expense of a professional consulting service.

YOU are receiving this booklet because your name was presented to the Board with the firm belief that everyone who cares for animals is a potential "lead" donor in our ambitious fund-raising campaign. Whether you are that Special Angel who gets Shelter Building naming rights, or you choose to be a Provider, Supporter or Partner Angel, you will be a leader in supporting AWL's Mission and Vision to provide the best Shelter possible for the animals arriving daily who need our care. Our plans for recognizing all donors are detailed on pages 16 and 17.

We encourage you to study the expanded commentary which follows. We trust you will find our story compelling and will lead you to generously support our Capital Campaign. My contact information is below. I am happy to discuss any questions you may have about the work of the AWL, or to provide any legal or financial documents you may wish to have. We encourage you to arrange a visit the Shelter by contacting our Executive Director, Misha Anderson, whose contact information is on page 17.

Sincerely, for the Board of Directors,

Samuel H. Hildebrand  
 Capital Campaign Chair  
 765-366-4040  
[Campaign.Chair@mcawl.com](mailto:Campaign.Chair@mcawl.com)



# Capital Campaign Statements of Purpose and Commentary



## Guiding Goals

The Animal Welfare League of Montgomery County, Inc. is a Not-for-Profit 501(c)(3) business, owning and operating a professionally staffed and debt-free, companion animal rescue and adoption Shelter serving the residents of Montgomery County Indiana. We partner with local law enforcement units and the County Health Department in enforcing City and County animal ordinances. Our staff of eleven includes three Animal Control Officers who are on call 24/7 to respond promptly to the needs of companion animals. We rescue dogs and cats that are running loose, surrendered, in distress or physical danger, impounded due to bite cases, rescued from hoarding situations, or involved in domestic disputes and evictions. We also assist in livestock rescues when called in by county authorities.

From the time companion animals are legally in our care, they go through a process of admission and evaluation. Those requiring veterinary care are treated locally or at the Purdue University School of Veterinary Medicine. All animals are given appropriate inoculations, have spay/neuter surgery, and are microchipped before they are ready for adoption. Humane euthanasia is used only to end an animal's suffering and not as a means of population control. In **2018 and 2019**, our Shelter achieved No Kill Shelter\* status by saving at least 90% of all animals admitted by means of adoption, rehoming or releasing to recognized breed rescue organizations. During the 2020 pandemic year, we fell below 86% save rate, but are making our way back in 2021. We also receive relinquished alligators, turtles, lizards, ferrets, snakes, rabbits, mice, and other "exotic" pets which we turn over to rescue organizations dedicated to saving them. Rescued livestock are cared for in the Shelter paddocks until they can be rehomed in our farming community or turned over to a breed rescue organization.

## AWL Intake & Outcome Summary and Save Rate % 2012-2020

Intake Detail	2020	2019	2018	2017	2016	2015	2014	2013	2012
Surrender	261	283	339	476	539	530	555	760	719
Seized/Custody	47	37	Unknown						
Stray	635	862	764	913	808	851	940	936	912
<b>Total Live Intakes</b>	<b>943</b>	<b>1,182</b>	<b>1,103</b>	<b>1,389</b>	<b>1,347</b>	<b>1,381</b>	<b>1,495</b>	<b>1,696</b>	<b>1,631</b>
Adoption	700	793	723	656	676	601	467	419	298
Died in Care	47	43	37	41	56	42	58	46	11
Owner Requested Euthanasia	42	39	51	58	Unknown	Unknown	Unknown	Unknown	Unknown
Shelter Ordered Euthanasia	89	59	39	184	392	602	745	1030	1,169
Return to Owner	164	196	145	185	146	158	145	178	165
<b>Total Outcomes</b>	<b>1,042</b>	<b>1,130</b>	<b>995</b>	<b>1,124</b>	<b>1,270</b>	<b>1,403</b>	<b>1,415</b>	<b>1,673</b>	<b>1,643</b>
Live Intakes	943	1,182	1,103	1,389	1,347	1,381	1,495	1,696	1,631
Less Died in Shelter Care	-47	-43	(37)	(41)	(56)	(42)	(58)	(46)	(11)
Less Shelter Ordered Euthanasia	-89	-59	(39)	(184)	(392)	(602)	(745)	(1,030)	(1,169)
<b>Net Intakes</b>	<b>807</b>	<b>1,080</b>	<b>1,027</b>	<b>1,164</b>	<b>899</b>	<b>737</b>	<b>692</b>	<b>620</b>	<b>451</b>
<b>Save Rate %</b>	<b>85.6%</b>	<b>91.4%</b>	<b>93.1%</b>	<b>83.8%</b>	<b>66.7%</b>	<b>53.4%</b>	<b>46.3%</b>	<b>36.6%</b>	<b>27.7%</b>

\* Calculated per Best Friends Animal Society formula: [(Live Intakes) - (Died in Care) - (Shelter Ordered Humane Euthanasia)] divided by Live Intakes = % Save Rate



AWL Staff at work and play! The shelter wouldn't survive without their hard work and dedication!

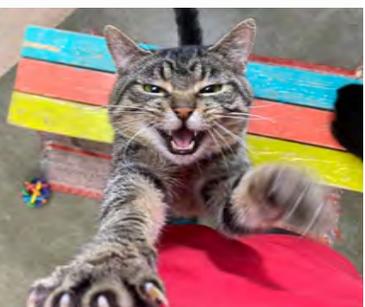


## Objectives

The AWL Board of Directors appoints and works with the Executive Director to define Shelter operating goals in accordance with the League's Mission and Annual Budget and to secure the financial resources necessary to maintain a well-equipped Shelter. The Executive Director maintains our website, uses social media, interacts with local law enforcement and government officials, makes public appearances, and initiates local newspaper articles to encourage community involvement and seek financial support.

The Shelter building, grounds, and vehicles are the assets that enable our Staff to provide the best care possible for the animals we house. Our Staff maintains a clean and professional facility in which to meet and serve the public and encourage adoptions. Any deterioration in animal care service levels would lead to diminished financial support from donors, fewer volunteers, and employee turnover. A strong record of private donations and increases in contract income received from city and county government are positive indicators that our community supports the AWL and is willing to provide more resources to achieve even greater results.

To further improve services to the community, we are launching a Capital Campaign to secure \$1,500,000 in funding to renovate, expand, and re-equip our 21-year-old Shelter building. Enlarged and updated facilities will strengthen our ability to provide superior animal care, maintain our NO KILL status, provide space for public education, a secure animal intake area and enlarged cat and dog containment spaces with state-of-the-art kenneling equipment. An on-site Surgery Room, where local veterinarians may volunteer their services, thereby reducing costs in preparing cats and dogs for adoption. The Community Room will have an observation window to the Surgery Room, allowing additional opportunities for public education and employee training. Other workplace enhancements that will further improve our ability to retain qualified staff who provide animal care seven days a week are discussed in greater detail in the following pages.



Donations instead of birthday gifts



Donations from local elementary school



Christmas Parade



Doggie Pool Party fundraiser





Pet Taxi van donated by Hoosier Heartland State Bank



Local students learn how to be great pet owners



Kitty love from some regular volunteers



Kisses for a volunteer



Showing more love for our volunteers



Wabash College volunteers



Animals of all kinds are rescued by the AWL



## Programs and Services

The Shelter is open to the public Monday through Friday from 8 AM to 5 PM and 8 AM to 3 PM on Saturday. We receive surrendered animals, provide adoption services, and welcome visitors and volunteers who help socialize cats and dogs. The AWL maintains annual contracts with the City of Crawfordsville, Montgomery County Commissioners, and most of the county's town boards, to provide animal control services within their geographic areas of responsibility. Our Animal Control Officers are on call 24/7 to serve the 38,000 residents living in the county's 505 square miles. They work closely with law enforcement and the County Health Department, especially when dealing with animal hoarding or cruelty cases and evictions when companion animals are in the home. Officers handle the rescue and intake of over one thousand animals each year, in all weather conditions and, all too often, from terrible living conditions. We promptly respond to law enforcement requests, 911 calls and individual citizen requests to rescue stray or distressed animals, impound dangerous animals and provide quarantine service for animals held for observation by law enforcement order. We maintain a fleet of two ACO call-out vehicles, a large, multipurpose cargo van, and a horse trailer to transport livestock.

Programs are presented at the Shelter as part of AWL's mission to educate the public about the importance of spay/ neuter of pets and their proper care, handling, housing, training, feeding and exercise. Elementary and middle school classes and Scout troops are encouraged to schedule tours of the Shelter and take part in the education programs. The Executive Director, Shelter Manager, Medical Coordinator, and Foster Program Coordinator also make presentations to local service clubs, employers, and school assemblies. Many high school students volunteer at the Shelter and include this experience in community service on their college applications. Local high schools offer work-study programs that enable students to work at the Shelter to get first-hand experience working in a potential career choice. Wabash College students are frequent visitors who walk dogs, socialize cats, and volunteer in the Laundry. The Shelter Manager works with the Montgomery County Probation Department to schedule people who elect to do their court ordered Community Service time in our Laundry and Food Prep.

Collaboration with specific breed rescue organizations in Indiana and Illinois allows our Shelter Manager to rehome animals through their adoption channels. Social Media and local newspaper articles promote public awareness of Shelter activities and are effective tools for advertising adoptable animals as well as soliciting financial contributions and donations of supplies.

# Governance and Organizational Planning



The AWL By-laws provide for 12 Directors in four classes of three who may serve up to two consecutive three-year terms. Additionally, the Mayor of Crawfordsville and the Crawfordsville City Council each appoint one person to serve one-year terms on the Board. The Board is responsible for managing the affairs of the Animal Welfare League through duty of care in all financial, operational, and personnel matters and sets annual operational goals through its budgeting process. Support for major maintenance requirements and equipment replacement comes through special fund-raising projects and grant requests made to the Montgomery County Community Foundation. The Nominating Committee works to identify candidates who share AWL's mission, will represent the community at large, and are available to reconstitute the board as current members retire. The Board appoints the Executive Director.

As a private, not-for-profit entity, AWL is not required to comply with the Indiana Open Door Law. However, to maintain public trust, we choose to comply with the spirit of the law and welcome public participation and input at our monthly meetings which are advertised in the local paper. The agenda for each meeting is posted at the meeting site at least two days before the meeting. The Board meets 12 times per year and receives reports and recommendations from each Standing Committee of the Board, receives the Executive Director's report and conducts official business as required. The President appoints members to serve on committees as defined in the By-laws. The Fund Raising and Marketing Committee is also supported by non-board members who help with the work involved in organizing and staffing our three major fund-raising events each year. The Capital Campaign Committee will manage the Capital Campaign to secure the funds to renovate and expand the 21-year-old Shelter facility.



Cleaning kennels, it's a dirty job, but someone has to do it!



Medical Coordinator tending to health needs



Foster Coordinator works closely with family

## Shelter Staffing

The Executive Director has overall responsibility for community relations and Shelter operations, including hiring and supervising the Shelter Manager. The Director engages with local media, organizes, and supervises local fundraising programs, actively works with our donor base to increase donations, prepares grant requests and grant reports, approves, with the Treasurer, weekly payroll, and monthly P&L reports.

The Shelter Manager is responsible for hiring, training, scheduling, and daily supervision of Staff members. Staff training includes kennel maintenance and operating procedures that meet the standards set forth by the Purdue University College of Veterinary Medicine and the Humane Society of the United States. Training resources available to the Manager are the Employee Handbook, the Shelter Procedures Manual, individual job descriptions, and supplementary education for Animal Control Officers regarding City and County animal control ordinances. The Shelter Manager and the Medical Coordinator attend seminars pertaining to shelter operations and visit other shelters to increase their knowledge base and skills. The Manager oversees all adoption activities and works within the limits of the approved budget to assure that resources are available to support daily operations.

Other Staff members are the Medical Coordinator, the Foster Program Coordinator, three full time Animal Control Officers, three full time Kennel Technicians and three part time Kennel Technicians. One ACO is assigned a "take home" call-out vehicle during weeknights and weekends to provide 24/7 response to 911 dispatch calls. Because our Shelter is privately owned and operated, our Animal Control Officers are neither deputized nor armed. They do work closely with local law enforcement in cases involving companion as well as domestic animals, extract animals in hoarding situations and from homes declared unfit for human occupation by the Montgomery County Health Department or enforcing animal care requirements specified in our City and County animal control ordinances.

These items were provided through recent MCCF grants:

# Finances

Service contracts with the city, county, and county towns provide up to 60% of our operating income. Additional income is raised through adoption fees and other services we provide, three annual fundraisers, donations from individuals and businesses, and memorial gifts. Our Executive Director and Shelter Manager both use social media as an effective means to solicit donations to cover vet bills for critical treatment of specific animals and other “beyond budget” expenses.

Summaries of our Gross Income, Expenses, and Net Income from 2017 through 2020 and our Operating Budgets for 2021 and 2022 are in the table below. Loss of Income from our usual fundraisers in 2020 due to Covid-19 was offset by a \$42,000 PPP loan from the SBA which was later converted to a grant.

During the last quarter of 2020, individual donations increased dramatically, resulting in an all-time high of \$106,702, reflecting our community’s enthusiastic support of AWL’s mission. AWL also received an estate gift of \$86,852, bringing Gross Income for the year to \$501,200 and record setting Net Income of \$117,472 compared to an average Net Income of \$14,187 for the prior three years. In early 2021 AWL secured another \$46,751 PPP loan which was later converted into a grant. Detailed Balance Sheet and P&L reports are available on request.



**Dog Wash Station**



**Outdoor Dog Runs**

## AWL 2021 and 2022 Operating Budget Plans with 2017–2020 Actual P&L Results

Income	2017	2018	2019	2020	2021	2022
	Actual	Actual	Actual	Actual	Budget	Budget
Total 3890 - Community Fundraisers	34,770	29,490	30,084	15,971	19,000	36,000
Total 4100 Services/Adoptions/Fees	25,369	30,915	27,928	31,266	33,500	36,300
Total 4200 Animal Control Contracts	196,880	198,036	205,457	218,110	217,990	232,279
Total 4600 Donations	118,317	63,737	102,232	235,555	90,000	115,000
Total 4750 Miscellaneous Income	4,681	23,169	15,020	299	300	325
<b>Total Income</b>	<b>380,017</b>	<b>345,347</b>	<b>380,721</b>	<b>501,201</b>	<b>360,790</b>	<b>419,904</b>
<b>Expenses</b>						
Total 4974 Employee Wages & Benefits	224,722	218,150	218,633	239,425	241,495	286,580
Total 5925 Community Fundraiser Expenses	9,861	9,577	11,425	9,354	4,500	10,900
Total 5970 Animal Support	73,125	54,414	65,513	77,955	81,900	83,100
Total Administration Expenses	24,870	25,975	24,702	26,292	28,325	28,823
Total Utilities & Building Maintenance	31,078	30,917	23,766	24,273	26,400	25,674
<b>Grand Total Expenses</b>	<b>364,166</b>	<b>352,445</b>	<b>346,913</b>	<b>377,683</b>	<b>382,620</b>	<b>435,077</b>
<b>Net Operating Income</b>	<b>15,852</b>	<b>(7,098)</b>	<b>33,808</b>	<b>123,517</b>	<b>(21,830)</b>	<b>(15,173)</b>
Fundraisers/Services/Adoptions/Fees % of Total Income	17.1%	24.2%	19.2%	9.5%	14.6%	17.3%
Donations % of Total Income	31.1%	18.5%	26.9%	47.0%	24.9%	27.4%
Animal Control Contracts % of Total Income	51.8%	57.3%	54.0%	43.5%	60.4%	55.3%

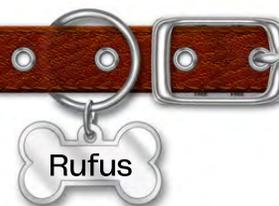


**Laundry area**

AWL has also received “Brick and Mortar” Grants from the Montgomery County Community Foundation that are not reflected in the P & L but are included in our Balance Sheet. These grants have provided building and equipment upgrades that our annual operating budget could not support. Starting in 1999, the Foundation awarded AWL a grant of \$150,000 to support the construction of the current Shelter building. Since then, AWL has received fourteen additional grants totaling \$303,558 bringing the total support received from MCCF to \$453,558.



**ACO Vehicles**



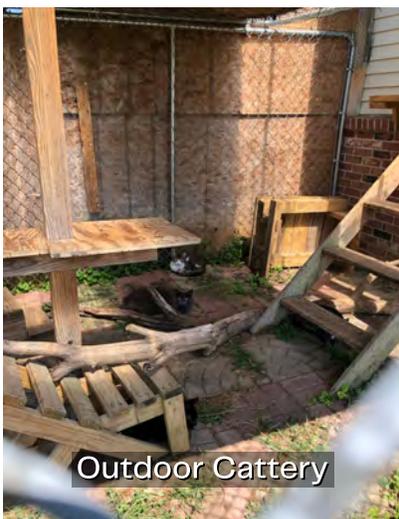
# History

Crawfordsville and Montgomery County did not have a history of animal rights activism prior to 1965. That all changed when five women came together to form the Animal Welfare League of Montgomery County. In its application to the Indiana Secretary of State to form a corporation, the League stated its purpose was to *"promote and encourage the welfare of animals of every nature and description in and around Montgomery County. To carry on educational and informational programs so as to spread the concept of humane treatment of all animals to the general public. To join in association with other individuals ... to promote the concept of animal welfare."* Their Certificate of Incorporation was granted in June 1965. Early activities included advocating for animal care through education and promoting spay/neuter of domestic pets. As public support for the League increased, the Board felt it was time to address a long-standing concern about the care of animals impounded by local law enforcement. For years, the City of Crawfordsville and Montgomery County operated a "dog pound" out of a small barn poorly equipped to care for animals. Infrequent adoptions led to euthanasia by auto exhaust as the method of controlling the animal population.

AWL board members, long dismayed by how animals were cared for at the "pound," took the bold step of proposing to manage the facility. In 1969, AWL contracted with Montgomery County and City of Crawfordsville to improve the existing care facility, provide animal control services, and manage adoptions as an extension of the organization's commitment to champion animal rights. By 1975, the AWL raised enough capital from local supporters build a dedicated Shelter building on land donated by the county. While a vast improvement over the old barn, the Shelter facilities lacked both capacity and financial resources to handle the burgeoning annual intake of up to 1800 stray and surrendered dogs and cats with only 10% reclaimed by their owners. Many animals were adopted out but up to 75% were chemically euthanized each year. As a result, the Shelter acquired an undeserved reputation for being the place where animals went to die. Fund raising efforts suffered and employee retention was an ongoing problem.

Over time, the AWL's efforts in public education about the importance of spay/neuter practices to reduce unwanted litters began showing results with a reduction in animal intakes and an increase in adoption rates. Over the next 20 years, wear and tear on the Shelter building along with degraded plumbing, heating, and septic systems severely hampered AWL from carrying out its mission. Other critical issues included the need to upgrade animal care equipment, increase animal housing space to reduce the need to use euthanasia for population control and to provide appropriate space to receive the public and offer education opportunities. Plans for a new facility were developed, a construction budget was set and the search for a location with access to city utility services was undertaken. In 1997, R.R. Donnelley & Sons Company made AWL a gift of 3.6 acres of land for the future Shelter site which eliminated the need to purchase land. A two-year Capital Campaign raised \$450,000 from local businesses and friends to pay for the construction of the current Shelter building which opened debt free in September 2000.

The Shelter Staff now manages the intake and care of over one thousand animals per year. Due to increased local support, we experience continually improving rates of animals returned to their owners, adopted out or rehomed through cooperating breed rescues. Over the last 6 years, the percentage of animals "saved" has risen from 29% in 2012 to over 90% since 2018 (please refer to the table on page 6). Employee retention rates are at an all-time high and many volunteers assist in socializing animals and providing short-term foster care to help alleviate overcrowding.



Outdoor Cattery



Fundraiser at local festival



Horse Trailer gifted by the Crawford Family



Cat Neuter/Spay Clinic hosted by AWL



Dogs doubled up in their kennels



Cats overpopulated



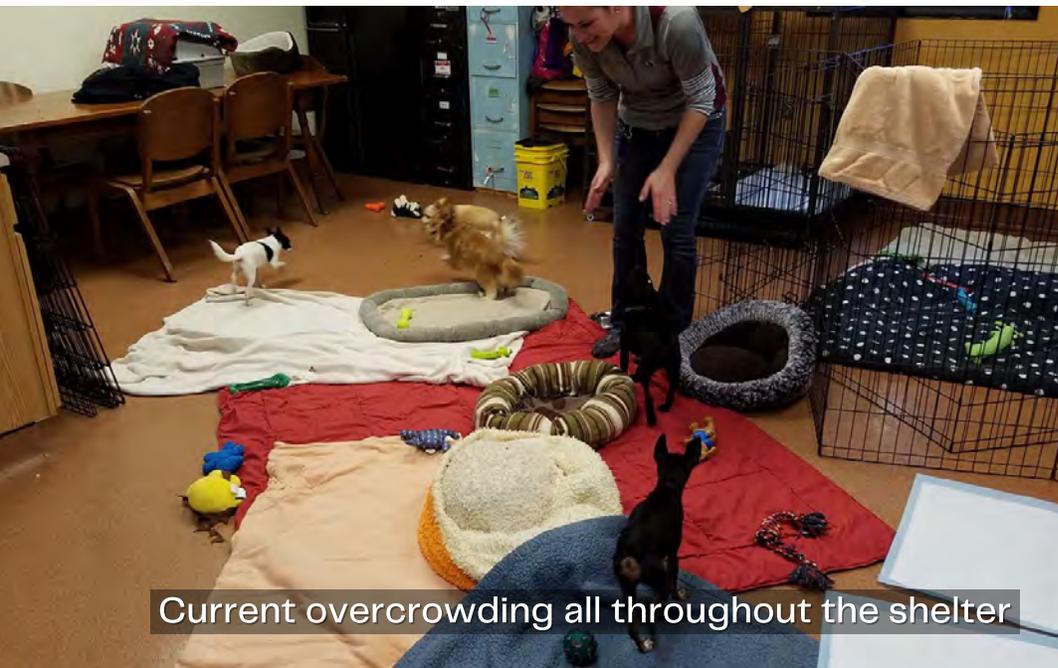
Front lobby also serves as overflow to the high volume of homeless animals

## Present Facility

Our 6,460 square foot Shelter has a design capacity to kennel 34 dogs and care for 53 cats but typically accommodates 45 or more dogs and 170 or more cats on any given day. Over 85% of the building is outfitted for animal care and support with the remaining space dedicated to a public reception area, office area, restrooms, and mechanical rooms. Two small outbuildings house animal support equipment, grounds keeping tools, and the numerous cages and carriers used to transport animals to and from veterinary offices, community events and offsite adoption programs. Outdoor resources include a paved parking area, eleven outdoor exercise runs for daily dog turnout, an outdoor cattery, and two large paddocks to accommodate rescued livestock. The 3.6-acre Shelter Complex is adjacent to the Crawfordsville Sugar Creek Trail Park and includes a 1.5-acre community dog park jointly operated by the Crawfordsville City Parks Department and the AWL. The "Bark Avenue Dog Park" is divided into separate spaces for large and small dogs and is accessible from dawn to dusk to patrons who purchase annual access privileges.



Cages stacked high to accommodate the cats



Current overcrowding all throughout the shelter



The office area has also turned into a place for the animals to stay

# Facility Improvement Plans and Budget



Planned Surgery Room with observation window

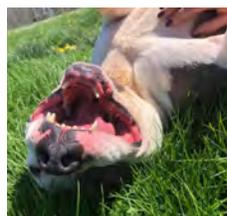
After 21 years of service, the Shelter's interior finishes, dog kennels, and cat containment equipment are nearing the end of their service life. Improved methods for housing and caring for animals dictate the need to redesign space requirements throughout the building. Working with our Shelter Staff and MD Architects in Indianapolis, we have developed plans to extensively renovate, repurpose, and upgrade the Existing Shelter Plan.\* The improvements are based on our architect's experience with the latest advancements in shelter design and kennel equipment and our Staff's research into the best practices in today's modern shelters. The renovations and expansion add 896 square feet to the building and 814 square feet of additional outdoor kennel runs to complement the indoor runs installed in the former 968 square foot garage/storage area. These additions, coupled with better utilization in the existing square footage, increases dog kenneling capacity by 38%, cat capacity by 209%, and a 102% increase in Client spaces.

\*Appendix 2 – Existing Shelter Floor Plan and the Renovation and Expansion Floor Plan Schematics



## Improvements in the new space plan include:

- ⊗ Welcoming entrance for Visitors and Volunteers with controlled access vestibule to the lobby to eliminate public contact with intake animals.
- ⊗ Separate animal intake entrance with a vestibule provides safe access for clients turning over animals and for Animal Control Officers admitting animals.
- ⊗ Isolation kenneling for receiving dogs and cats that separates them from each other and from the general population is located adjacent to the new Intake/Exam room.
- ⊗ Dedicated Treatment Room where newly admitted animals receive appropriate inoculations and health evaluation.
- ⊗ Dedicated Surgery Room where veterinarians may provide services at the Shelter thereby reducing vet care and spay/neuter costs.
- ⊗ An observation window in the Community Room into the Surgery Room to use in training and education programs for Staff, Schools, and the Public.
- ⊗ Separate access routes through the building to dog and cat kennels to minimize anxiety caused by contact between the two species.
- ⊗ Dog kennels arranged to prevent dogs from seeing and aggravating each other across an aisle.
- ⊗ Additional space allocated to cats coupled with state-of-the-art containment equipment from Mason/Midmark.
- ⊗ Thirty-four existing dog kennels renovated with all new Mason/Midmark equipment, and thirteen new kennels added, a 38% increase in capacity.
- ⊗ Increased space dedicated to administrative functions and client services along with improved public lobby/reception space.
- ⊗ A new Community Room for public education presentations and employee training.
- ⊗ Wall surfaces upgraded throughout the building and non-slip epoxy floor surfacing in all animal treatment and containment areas.
- ⊗ New LED drop-in light fixtures and acoustical tiles to replace the existing florescent fixtures and tile in the suspended ceilings throughout the building.
- ⊗ New, high efficiency, HVAC systems to provide properly filtered and conditioned air throughout the facility for the health and comfort of Staff and animals while reducing operating costs.



Phasing the renovations and new construction will allow the Shelter to continue normal daily operations and not interrupt animal care or services to the community:



RAINTREE™ CAT CONDO UNITS, with exhaust ventilation system, for main cat room.



**Phase 1:**

Site work and construction of a 16' x 56' addition to the front of the Shelter which includes reconfiguring the Lobby, Reception Desk, Offices, and adding the Intake/Exam room. This phase also includes building out the Cat Main, Cat Roam and Cattery facilities where cats ready for adoption will be the first animals Clients see when they enter the lobby.



Sani-kennels with Guillotine gate to outside runs in existing and new kennels.



**Phase 2:**

Reconfigure the existing garage/storage area into new Dog Isolation kennels, the addition of Dog Kennel 2 and a storage area for food and other animal care products.



CANINE QUIET COTTAGES™, with fiberglass cage bodies for Intake, Treatment and Cat Isolation Rooms.

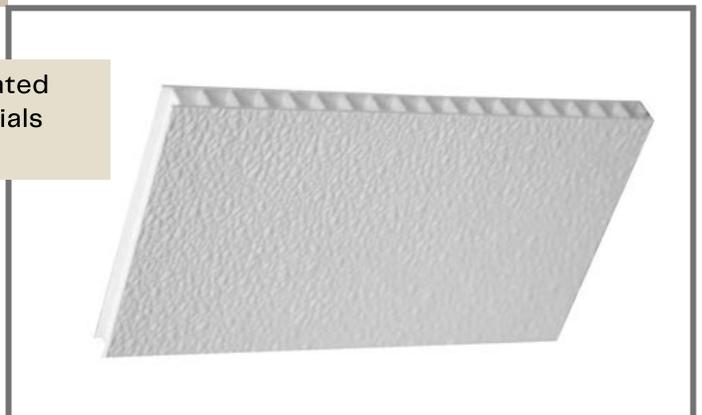


**Phase 3:**

Remodel the core of the building to create Intake/Exam/Cat Holding Room, Treatment Room, Surgery, Small Dog and Dog Holding kennels, Cat Isolation, and the Community Room.



Nudo - FiberCor™ wall panels replace deteriorated drywall, FRP panels & cove rubber base materials throughout the Shelter.



**Phase 4:**

Installation of new kennel equipment plus floor, wall, and ceiling upgrades in Kennel 1A and 1B. The Food Prep, Storage and Restroom are unchanged except for the floor, wall, and ceiling upgrades.



# Campaign Contributions Management and Accounting Procedures

To ensure that all individual contributions and grant awards to the Capital Campaign are received and managed by an established fund manager, the AWL has entered into an agreement with the Montgomery County Community Foundation (<https://www.mccf-in.org/>) to establish a Designated Non-Permanent Fund in AWL’s name as described in the Memo of Understanding between MCCF and AWL.\* The essential elements of the Agreement are that MCCF will:

- Create and manage the AWL Shelter Capital Fund to receive donations and grants made to support the renovation and expansion of the AWL Shelter.
- Provide donors detailed guidance for making gifts of securities, property, or distributions from an IRA.
- Issue an official letter of receipt for donations to the Fund that conform to IRS guidelines.
- Provide donors to the Fund an annual accounting for IRS reporting requirements.
- Upon request, provide donors copies of notifications confirming AWL’s Legal Status and its Governing Documents.
- Provide AWL with monthly reports on the Fund’s status.

MCCF will distribute funds to AWL only upon receipt of detailed invoices for completed professional services by architects, engineering firms, contractors and suppliers engaged to renovate and expand the Shelter building, thereby assuring that AWL will use the funds for the sole purpose of executing the Shelter Expansion Plan. The entire legal agreement is available on request to Kelly Taylor at MCCF. Please contact Kelly for guidance in contributing securities, property, or distribution from an IRA.

## Capital Campaign Funding and Donor Recognition

The projected cost to expand, renovate and re-equip the Shelter is \$1,615,000.\*\* The Board of Directors has set a goal of \$1,500,000 for the Capital Campaign and appointed a Campaign Committee of Board members to manage the work of achieving the goal within 18 months. The Committee will conduct the campaign without incurring the expense of a professional consulting service. Fund-raising efforts will be directed to the Montgomery County business community, key individual donors, and the Montgomery County community at large. Grant requests will also be submitted to regional and national foundations. Once funding is secured, our architect will proceed with final working drawings for the project, solicit firm bids and assist the Board in selecting a General Contractor to carry out the work. Progress reports on the renovation, expansion and re-dedication of the Shelter improvements will keep our donors up to date and involved in the work of the AWL.

YOU are receiving this booklet because we believe everyone who cares for animals is a potential “lead” donor in our ambitious fundraising campaign. Please turn the page to choose whether you will be that Special Angel who gets Shelter Building naming rights, or you choose to be a Provider, Supporter or Partner Angel. Any gift you choose to make will support the Animal Welfare League’s Mission and Vision to provide the best Shelter possible for the animals who arrive daily and need our care.

The Campaign Committee invites you to direct questions about the AWL’s financial history, Campaign financing plans or building renovation and expansion plans to Campaign Chair Sam Hildebrand whose contact information is on the back cover. We also welcome site visits by prospective donors. Visits may be arranged by contacting our Executive Director, Misha Anderson, at 765-362-8846 or by email at [Misha.Anderson@mcawl](mailto:Misha.Anderson@mcawl).

If you are prepared to contribute today, please use the enclosed envelope to send your generous gift to the Campaign directly to the Montgomery County Community Foundation. Gifts may also be made online using the QR code on the back cover to access the Foundation’s giving page and select the AWL Shelter Capital Pass Through Fund.

Individuals, companies and granting institutions who donate to the Capital Campaign will be recognized on the SHELTER ANGELS plaque prominently displayed in the public lobby. Their name(s) will be listed under one of the nine recognition levels described below. Gifts made “In Memory of” or “in Honor of” specific individuals will be recognized as such. Major gifts of \$100,000 or more will be recognized by offering donors specific building naming opportunities. Donors wishing to make an anonymous gift, or to pledge a series of contributions, or inquire about estate planning that includes AWL should contact Sam Hildebrand.

\*The MCCF Memo of Understanding document is in Appendix 3

\*\* The Renovation & Expansion Construction Budget and Space Utilization Comparison is presented in Appendix 1.



## Shelter Angel Recognition Levels

- Special Angel - \$500,000 or more
- Founder Angel - \$250,000 to \$499,999
- Patron Angel - \$100,000 to \$249,999
- Benefactor Angel- \$50,000 to \$99,999
- Provider Angel - \$25,000 to \$49,999
- Supporter Angel - \$5,000 to \$24,999
- Partner Angel - \$1,000 to \$4,999
- Friend - \$500 to \$999
- Builder - \$1 to \$499



We hope you will be able to visit our Shelter and look forward to arranging a tour with you.

Sincerely,

*Misha Anderson*

Misha Anderson  
Executive Director  
[Misha.Anderson@mcawl.com](mailto:Misha.Anderson@mcawl.com)  
765-362-8846



## Major Naming Opportunities

## Gift

Shelter Building (naming rights)	\$500,000
Lobby, Reception & Offices	\$250,000
Community Room	\$100,000
Cat Benefactor	\$100,000
Dog Benefactor	\$100,000



## Room Naming Opportunities

## Gift

Intake/Exam Room	\$25,000
Treatment Room	\$25,000
Surgery	\$25,000
Cat Main	\$40,000
Cat Roaming & Cattery	\$25,000
Cat Isolation	\$50,000
Small Dog	\$20,000
Dog Holding	\$20,000
Kennel 1A	\$65,000
Kennel 1B	\$100,000
Kennel 2	\$40,000
Dog Isolation	\$40,000
Food Prep	\$25,000



Planned Donor Recognition Display in Lobby



# Appendix 1 - Shelter Construction Budget and Space Utilization Comparisons: Expansion vs Existing Plan (Plans may be adjusted to fit Capital Funds availability)

Space Utilization Comparisons - Existing Plan Floor vs Renovation & Expansion Space Plan

Construction Budget Items	Total SF	Coef/SF	Sub Total	Total \$
Mechanical Rooms (includes furnace and A/C)				
Dog Main	87			
New Cat Iso (old Dog Iso)	1654			
Dog Holding/Small Dog/Hallway (old Small Dog with vaulted ceiling)	512			
Flex Room, Food Prep and Laundry, Restroom, Storage, Closet, Community Room	826			
Storage space in converted garage space, Cat Main	1108			
Dog Isolation Inside & Kennel 2 Inside in converted garage space	250			
Dog Isolation Inside & Kennel 2 Inside in converted garage space	677			
<b>Renovation SF to receive new wall and floor finishes and new lighting and ceiling tile</b>	<b>5114</b>	<b>95</b>	<b>485,890</b>	
<b>Renovation SF to gut/reconfigure, new wall and floor finishes, new ceiling tile and lighting</b>	<b>1699</b>	<b>150</b>	<b>254,850</b>	
<b>New Construction SF - offices/reception/cat main/cat room/lobby/cattery</b>	<b>646</b>	<b>250</b>	<b>161,500</b>	
<b>Other Construction</b>				
Dog Kennel 2 and Dog Isolation Covered Outside Runs on Concrete Slab	814	20	16,280	
Front and Side Porch Concrete Slabs	770	20	15,400	
Front and Side Porch Columns and Roof System	770	40	30,800	
<b>Base Construction Budget</b>			<b>930,160</b>	
Architect Fee 7% of Base Const. Budget			65,741	
10% Contingency on Base Construction Budget			93,916	
<b>Total Construction Budget including fees and contingency</b>			<b>1,098,817</b>	
<b>Site and Maintenance Budget</b>				
Site costs engineering expense, parking lot renovation, fencing, etc.)			30,000	
New Standing Rib Metal Roof on Existing and New Construction (Kyrat 500)			45,000	
<b>Total Site &amp; Maintenance Budget</b>			<b>75,000</b>	
<b>Furnishings Costs (includes installing gifted equipment)</b>				
Innake/ Exam			13,000	
Treatment Room			6,000	
Surgery Center			4,000	
Community Room			10,000	
Reception Desk Area & Public Lobby			4,000	
Two private offices			1,500	
<b>Total Furnishings Budget</b>			<b>38,500</b>	
<b>Car and Dog Containment Equipment Materials and Installation by Mason/Mark</b>				
Innake/Exam, Surgery & Treatment Rooms			30,000	
Cat Containment Condos and Quiet Cottages- All Areas			150,000	
Dog Containment Kennels- All Areas			110,000	
Freight and Installation			31,000	
Sub-total Containment Equipment Budget			321,000	
5% contingency on Furnishings and Equipment Budgets			17,975	
<b>Total Furnishings &amp; Equipment Budget</b>			<b>569,975</b>	
<b>Grand Total Expansion/Renovation Budget</b>			<b>1,589,792</b>	
<b>Capital Campaign Expense Budget</b>			<b>95,908</b>	
<b>TOTAL RENOVATION &amp; EXPANSION BUDGET</b>			<b>1,615,000</b>	

Space Utilization	Existing SF/Room	Total Existing SF	Planned SF/Room	Total Planned SF	SF % + / -	New or Catted	Renovated
Cattery (on front porch)	0	0	90	90	100%	90	
Cat Main/Room	239	114	139	412	43	614	85
Cat Specific	220	99	190	322	512	61%	512
Dog Isolation - indoor runs	190	322	400	400	222%	400	400
Dog Isolation - outdoor runs	0	0	362	362	100%	362	
Small Dogs	708	708	199	199	-72%		199
Dog Holding	0	0	197	197	100%		197
Flex Room	86	86	86	86	0%	86	86
Kennel 1-A	669	669	669	669	0%	669	669
Kennel 1-B	985	985	985	985	0%	985	985
Kennel 2 - Inside	0	0	277	277	100%		277
Kennel 2 - Outside Runs	0	0	452	452	100%	452	
Innake/ Exam	0	0	320	320	100%		320
Treatment	383	383	234	234	-39%		234
Surgery	0	0	192	192	100%		192
Storage	968	54	252	306	-49%	306	306
Laundry/ Food Prep	412	412	519	519	26%	519	519
Hallways (Circulation)	32	32	195	195	273%	195	195
Mechanical Spaces	20	67	20	67	0%	67	67
Restrooms	48	56	104	109	5%	53	56
Private Offices	0	0	115	108	-6%	223	223
Reception	382	382	234	234	-39%	234	234
Vegetables	0	0	38	49	100%	49	38
Lobby/ Meet & Greet	336	37	372	372	0%	372	372
Community Room	0	0	382	382	100%		382
<b>Total SF of Named Spaces</b>		<b>6408</b>		<b>8103</b>	<b>26%</b>	<b>2964</b>	<b>5739</b>
Cat Specific Space		672		1216	81%		
Dog Specific Space		2960		3627	29%		
General Animal Support		1830		1766	-3%		
<b>Total - Direct Animal Support</b>		<b>5463</b>		<b>6609</b>	<b>21%</b>		
Administration Spaces		573		740	29%		
Client Spaces		373		754	102%		

Animal Capacity	DOG	CAT
Present	84	63
Planned	47	164
9% Increased Capacity	88%	209%





**119 E. Main St, PO Box 334  
Crawfordsville, IN 47933**

The Montgomery County Community Foundation (MCCF) is a nonprofit 501(c)(3) organization located in Crawfordsville, Indiana. Our mission is to build bridges to support the future of Montgomery County. The MCCF manages an endowment of over \$50 million and grants over \$1 million annually to support local charitable organizations and causes in Montgomery County.

The Animal Welfare League of Montgomery County (AWL) and the Montgomery County Community Foundation (MCCF) have executed an agreement to allow MCCF to provide services to assist AWL with their capital campaign to secure \$1,500,000 in funding to proceed with the planned renovation and expansion of the 20 year-old facility. The AWL Shelter Capital Fund was established with MCCF on January 6, 2021. The MCCF will receive, acknowledge and manage gifts directed to the capital campaign on behalf of the AWL. The gifts are placed in a money market account designated for the renovation of the AWL facility. Funds are released to AWL as voucher requests are submitted for vendor payments and verified by MCCF.

**Gifts to the AWL Shelter Capital Fund should be made payable to:**

Montgomery County Community Foundation  
119 E. Main St, PO Box 334  
Crawfordsville, IN 47933  
Memo: AWL Shelter Capital Fund  
MCCF Tax ID: 35-1836315

Questions regarding gifts to MCCF for the AWL should be directed to:  
Kelly Taylor, MCCF Chief Executive Officer  
765-362-1267  
Email: [kelly@mccf-in.org](mailto:kelly@mccf-in.org)

Questions regarding the AWL capital campaign should be directed to:  
Sam Hildebrand, AWL Capital Campaign Chair  
Cell: 765-366-4040  
Email: [Campaign.Chair@mcawl.com](mailto:Campaign.Chair@mcawl.com)



Gifts may also be directed online at <https://mccf-in.givingfuel.com/giving-page>  
Select **The AWL Shelter Capital Pass Through Fund** from the drop-down menu.