

**[Client] Proposal**  
**[MAGAZINE]**  
**Submitted by Kingsley Ink**

Karen Kingsley – Editor

XXXX – Designer

[Mocked-up sample cover deleted.]

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## [Client] [Magazine] Proposal Questions

### 1. Provide a resume stating educational and professional background.

Resume for Karen Kingsley (Editor) and background for (Designer) are attached [p. 11, 12].

### 2. Describe editing and/or writing experience and attach three examples.

[Karen] I've written professionally for a broad range of publications, websites and advertising/marketing clients. I've ghostwritten two books (and edited two more), as well as dozens (if not hundreds) of articles, appearing in publications/websites, including Inc., HuffPost, Entrepreneur, The Stamford Advocate, Eons, EatingWell, and trade publications such as Supermarket Business, Dun's Business Review and Footwear News. I've also written advertising and marketing materials for clients as diverse as Anheuser-Busch, Mobil Corp., Ragged Mountain Ski Area, Lilly Software, General Foods, Graphic Artists Guild and NYPresbyterian Hospital.

I taught Business Writing for Gotham Writing Workshops, both live and online, for 12 years and still teach corporate writing seminars to companies such as A&E TV Networks, NRDC, Planned Parenthood, Crispin, Porter & Bogusky, Sotheby's and Philips-VanHeusen. I currently teach online classes for Dog Sport University.

Writing and design samples are attached in the appendix. [p. 15/writing, separate PDF for design portfolio]

### 3. Describe magazine experience and attach three examples.

[Karen] I worked in magazine publishing for ten years, on both the editorial and sales sides. I worked in trade publishing as well as consumer (Fairchild, publishers of W and Women's Wear Daily, and Dun's Business Review), and was responsible for copy, advertorials, space sales, and oversight of layout and print production for several publications. I managed writers, sales people, designers, print production and support staff.

[Designer]

**4. Describe design, layout and print production experience, specifically with full color pre-press and print supervision. Attach three examples.**

[Karen] I attended more press runs than I care to remember – most of them in the middle of the night it seems. Materials I've approved include: magazines, folders, advertising, marketing materials, postcards, posters, and brochures. I was solely responsible for final approval of press proofs and production for several different companies over many years.

[Scans of covers of sample publications I supervised print production for are attached. p. 28.]

**5. Describe and give specific examples of organizational skills and experience managing large projects.**

[Karen] I managed direct reports of between two and 15 people in various jobs. As Business Development Director at Deutsch Advertising, I managed teams typically comprised of about 50 people from each department on new business pitches. I supervised partners in the business (who, literally, earned multi-millions of dollars each – making them challenging to direct), senior management, middle managers and support staff as well as freelancers and outside vendors (including producers and filmmakers). One new business pitch cost the company \$250,000+ (a budget I managed), but delivered \$250million in revenues when we won it.

In addition, I produced a 64-page special issue for Progressive Grocer every quarter for four years with Anheuser-Busch as sole sponsor, supervising writers, editors, designers, print production and advertising development.

[Designer] I have been the sole creative resource for three different marketing agencies. I have kept track of and met all of their various deadlines and archived all of their materials. I have run national ad campaigns from concept and storyboards to art directing photoshoots and final print and web work.

**6. Describe and give specific examples of experience establishing and maintaining budgets.**

[Karen] I owned my own company (ad agency) for seven years. When I took over, revenues were approximately \$250,000 and grew to about \$1.2million by the time the business closed. At Deutsch, I supervised annual departmental budgets of about \$1million per year. Overall, I have more than 20 years' experience managing budgets in excess of \$1million. I created and built three departments for three different

companies creating advertorials for publications. This required I start the budgeting process from scratch and oversee its growth from nothing to \$3m+.

Both Karen and Designer have worked independently for 16 and 15 years respectively and have had to manage our own budgets as well as client project budgets for all that time.

**7. Describe and give specific examples of the ability to work well with others, manage people, meet deadlines, and effectively delegate tasks and monitor their progress.**

[Karen] See question #5 for the managing piece of this. A lot of my magazine work was in producing advertorials, which required I work with clients to produce multi-page pieces that appeared in the magazines. This added several layers of client approvals to production timetables that needed to be factored in and accounted for. Since I worked extensively in the pharmaceutical and alcohol industries for marketing and advertising, there were comprehensive federal regulations and legal approvals required in addition to creative approvals.

New business pitches at Deutsch were even more time-sensitive (typically, 4-6 weeks from start to finish) for a 3-hour pitch and a 100-page leave-behind. Most everyone who worked on a pitch also had day-to-day responsibilities for existing business. This means most pitch work was performed at night, on weekends and in between “regular” work. Since I was managing up, across and down the corporate structure, it took a deft hand and an iron will to keep everyone on schedule.

I have always done whatever is necessary to meet deadlines. I’ve scheduled calls in the middle of the night (for me) to get timely approvals from overseas clients, worked nights and weekends. Life is best when extreme measures aren’t necessary, but in a digital, and often, messy, world, I do whatever it takes to get the job done.

[Designer] I take pride in the fact that I have never missed a deadline. As both an employee of a marketing agency and a freelancer I have happily worked nights, weekends and during every vacation I’ve ever been on. I enjoy what I do so it has never been an issue. I get along well with all clients and vendors, some of whom have become friends over the years.

**8. Describe and give specific examples of marketing and advertising experience.**

[Karen] I owned my own ad agency for seven years, was president of another and SVP at a third. As a freelancer, I've created advertising and marketing for a broad range of clients. I've created advertising and marketing materials for national, international as well as small, local businesses. I've worked for clients with \$100 budgets and \$100million budgets – that is the life of a freelancer.

[Designer] My experience is strictly in marketing although I have been the art director for quite a few national advertising campaigns while working for a marketing agency. Several times the client has become disillusioned with their ad agencies and have preferred our creative platforms.

**9. Describe your computer experience/skills and itemize your current hardware and software.**

[Karen] My primary computer is a Mac Pro. I also have a scanner and a printer as well as high-speed internet access. I am PC-proficient, having worked on PCs for multiple clients. I primarily use MS Office for copy and Adobe InDesign for layout.

[Designer] My desktop computer is also a Mac Pro and so is my laptop. Most of my clients work on PC and there are no platform issues. I own and am fluent in all Microsoft programs as well as my own design programs: Photoshop, Adobe Illustrator and InDesign.

**10. If your proposal is chosen, what recommendations would you make to enhance or improve the content, design and production of [MAGAZINE]?**

[Karen] Particularly with the rise of social media and various forums, information and data abounds – some of it valuable, some of it less so. The [Magazine] should be a source of original, useful and relevant information about all of the aspects of living with, promoting and protecting our [Breed].

To best serve this audience, [Magazine] needs well-researched and informative articles about everything having to do with living with this versatile breed, covering: health, breeding, training, temperament and performance. Some of these articles should come from carefully researched study and writing by the editor; others, whenever possible, will be provided by experts in the fields.

Two surveys of [breed] owners identified the following predominant problems/concerns:

Behavioral issues  
Food intolerance/allergies/diet  
Hemangiosarcoma/Cancer in general  
Hip Dysplasia  
Hypothyroidism  
Addison's  
Noise phobias  
Skin/coat issues  
Tick-borne illnesses  
Orthopedic concerns.

In addition, issues that frequently pop up on various forums include grooming, testing and training. Over the past ten years, some of these issues have been covered in depth, while others have received less attention. I would look for balanced and comprehensive coverage, ensuring all of the concerns are addressed in a timely manner.

In addition to the existing departments and reports, I would like to include at least one article per issue that falls under each of the following umbrella headings: Training, Health, Breeding, Temperament and Competition. This would ensure extensive and consistent coverage. A partial list of possible topics these umbrella headings could include are:

**Training:** water, conformation, rally, obedience, agility, scent, tricks, off-season, land training, cross-training

**Health** -- conditioning, diet, supplements, injuries, exercise guidelines (puppies, seniors), cancer, ear infections (treatment and prevention), vaccines, IBD, PRA, PES (although these last three have already been covered in depth)

**Breeding** – testing, coat (color, curly/wavy, IC, greying), eye color, genetics, pre/post-natal care, puppy development/enrichment, line vs cross-breeding, contracts

**Competition** – venues, gaiting analysis, professional handling vs owner/breeder, judging protocols, ring nerves (handlers' and dogs'), grooming

**Temperament** – reactivity, aggression, shyness, managing enforced down time, household manners, OCD, ADHD

For every breed, but particularly this one, it seems to me there are, essentially, three levels of readers: very experienced breed enthusiasts (mostly breeders and judges), [breed] lovers (probably have multiples and participate in conformation and/or water work) and those who are new to the breed (either as first-time owners or

those who are considering the breed). In my opinion, each issue should have content appealing to each group, with extra weight on the more experienced group since they form the core of the club.

This would execute, in some cases, as separate articles, e.g., detailed studies regarding, say, IC genes for breeders, and how to introduce a second dog, which would appeal more to the latter two groups. It could also generate different levels of content on a single topic, e.g., hemangiosarcoma. A single article could, with clearly written subheads to direct readers, talk about tell-tale signs and symptoms (for newbies) and also discuss, in more detail, various scientific studies, developments, and breeding considerations for the more sophisticated reader.

Particularly in light of the move to quarterly publication, I would like to increase [MAGAZINE]'s social media presence. Leveraging social media more thoroughly will position the club as the go-to source for breed info, as well as operate as a recruitment tool by providing a first point of contact and answers to repeated questions.

In addition, it should provide ongoing engagement with readers and club members. For example, a couple of [Client] members published real-time (or almost) conformation results during Nationals on social media. People unable to attend were begging for this information. It seems as though providing this information under the banner of [MAGAZINE] would deliver a valuable service to members.

I am already active on social media and feel it's done a great job of keeping me in tune with the current concerns of [Breed] owners and fanciers, as well as acquainted me with many experts on various topics. This interaction enables me to keep the issues relevant, topical and responsive.

[Designer] From a design standpoint, I think the cover of the magazine needs to be a little more dynamic. I think the subheads should be larger and more impactful. I would make the masthead just slightly larger. As for the inside pages, I think they could use a little more air. I would make the fonts more consistent within each page layout and throughout the magazine overall, I would tighten up the columns and focus on legibility.

**11. If your proposal is chosen, how will you structure/delegate the areas of responsibility?**

Karen Kingsley will handle all editorial and sales responsibilities and will be primary point person for the [Client]. Designer will handle all design and layout under Karen's supervision.

**12. Describe your involvement with purebred dogs, dogs, or other relevant pet/hobby activities. Include all club affiliations. (Please be aware that a successful candidate for this job will be required to sign a non-disclosure/confidentiality agreement.)**

[Karen] There have been very few years of my life that were not shared with dogs. I began my life with competitive dogs with Akitas back in the '80s when we started competing in conformation. I changed breeds (species?) several years later and my first [Breed] made it VERY CLEAR that he was an active working dog and if I didn't find him a job, he would find one of his own and I might not like it. Since he was not suited to conformation, I jumped into canine sports.

We started in agility and water work. I was elected to the board of my agility club and served six years (SCAT – Southern CT Agility Team), but have been a member for 11 years. I was a founding member of a canine water sports club (YiPPi – Yankee Paw Paddlers) and served on the board and as treasurer for two years. I remain an active member of both and regularly chair agility trials (I've chaired more than a dozen). I also served on the board of New Hampshire Animal Rescue League for two years before I moved back to Connecticut. I am a former member of [Breed] club and a current member of [Breed] club.

My two [Breed] and I compete and are titled in agility, water work, rally, obedience, tricks, and nosework. We have dabbled in tracking and barn hunt, but not done as much with those as I would like.

In addition, seven years ago, I launched and run an annual fundraiser to combat canine cancer. I have been very fortunate in that I have not yet lost a dog to cancer, but there were several cancer-related deaths among friends and club members in a short time and I realized the downside of being so involved with dogs is that, now, there are literally hundreds of dogs who will break my heart when they go. So, I started the fundraiser tied to one of my club's agility trials in May as a Q-athon (like a walkathon, but seeking Qs, or qualifying runs). So far, we have raised well over \$60,000.

[Designer] I have owned (been owned by) a different breed of water dog for the last 18 years. We have revolved our lives around our purebred English Labrador

Retrievers. Our remaining lab Spenser is 15 and a half years old. Although never a show dog or athlete, he is perfect just the way he is.

**13. This project requires a significant commitment of time. Do you have any reservations regarding your ability to provide that time commitment to [MAGAZINE]?**

None

**14. [MAGAZINE] is published four times per year, with a deadline every three months. Issue size can vary greatly from approximately 48 to 160 pages. Would you be able to guarantee the completion of the requirements listed in this RFP within this time frame?**

Yes

**15. Pricing**

[Deleted]

**16. References**

[Deleted]

## **Spartan Up Kids – Daily Training Is Your Ticket to Long-Term Health**

[This appeared in The Stamford Advocate]

With more than 37% of 6-11-year olds weighing in as obese, according to the American Academy of Orthopedic Surgeons, getting fit as a family is critical. As the Stamford area prepares for the first kids-only Spartan Up Kids obstacle course race on September 26 and 27, the importance of training and conditioning can't be over-stated.

All exercise is a path to weight management, but weight-bearing exercise also builds bone and muscle mass during the critical developmental stages of growth. Some mistakenly believe that weight-bearing exercise may be too much for children's bones; however, done correctly, it actually builds more cells, determining bone strength for the rest of their lives.

### **The Benefits of Weight-Bearing Exercise**

1. Injury prevention – Training increases your child's coordination and conditioning, which prevents injury. They are better able to maneuver, land on their feet and bounce back.
2. Long-term health – Exercise and proper training positively affect a child's cardiopulmonary/cardiorespiratory status and bone density, helping to reduce the risk of serious illness in adulthood, such as heart disease and osteoporosis.
3. Weight management – Core conditioning and stamina-building keeps metabolism humming, burning calories and toning bodies.
4. Emotional well-being – Exercise reduces depression, builds mental discipline, generates confidence, provides an expanded social outlet, teaches teamwork, and improves self-image.

Ideally, children should exercise about 35 to 60 minutes daily, but you don't have to schedule a solid block of time. Take the dog for a 15-minute walk and then play soccer for half an hour. No handy teammates? Run wind sprints. Do chores, such as raking, vacuuming or shoveling before a spirited game of Frisbee.

### **Make Strength Training Safe and Fun**

1. Warm Up. Warm Up. Warm Up. It's critical.
2. Kids will do better if they use their own body weight for resistance over static weights by doing things like pull-ups, push-ups and burpees. It helps to ensure appropriate resistance.

3. Go for more reps and less weight. If your child can't do 10-15 reps, the weights are too heavy. Start low and build up.
4. Figure out safe games you can play inside so weather isn't a deterrent: yoga, sit-ups, burpees, resistance balls, light weights.
5. Don't expect your child to bulk up until after puberty – it's not the goal, nor is it physically in the stars.
6. Rest. Take days off. Take a break during a workout.
7. Keep it fun.

The Spartan Kids Race is now open for registration. For more information on the Stamford Spartan Kids Race, including cost and registration, visit [spartan.com](http://spartan.com) [About Spartan Race, Inc.](#)

Spartan Race—voted Outside magazine's Best Obstacle Race— is the world's leading obstacle race company and the first of its kind to feature timing and global rankings. With more than 120 events in 20+ countries planned for 2015, Spartan Race has more than 1 million global participants, and offers open heats for all fitness levels as well as competitive elite heats. With 4-plus million engaged social media followers, brand extensions such as Spartan Training, which includes Spartan SGX certified programs and coaches, and a popular NBC television series, Spartan Race has made obstacle racing one of the fastest growing sports—and lifestyles— in the world. Spartan Race features races at three distances, 3+Mile/20+ Obstacle "Sprint," 8+ Mile/25+ Obstacle "Super" and 13+ Mile/30+ Obstacle "Beast," culminating each year in the Reebok Spartan Race World Championship. Visit <http://www.spartan.com> for more information, a schedule of events, and to register for a race.

## How to Keep Your Money

[This appeared on a seniors website]

The irony of me writing an article on investing money will be lost on no one who knows me well (I'm better at earning it creatively; less good at managing it). But as I approached (and then arrived at) an age where I needed to think about retirement, it became increasingly clear that my future would be spent inside a cardboard box if I didn't get more serious about it.

We are baby boomers. We were taught to work hard. We've also mastered conspicuous consumption, and are less adept at delayed gratification. That manifests in roughly 60% of 50-year-olds who are not saving for retirement. Sadly, it's just not what we do.

A very good friend, who also happens to be a financial planner, told me that my problem is that I think I personally have to earn all my money, which is a loser's proposition. I don't believe she was suggesting larceny, but consider the following:

1. Make your money work for you, rather than you working for your money. This is both simple and obvious. Invest. But invest in things that interest you, as well as things that are likely to pay out. It'll keep you interested, and perhaps more committed. Now's the time to play it a little safe. Presumably, your biggest financial risk-taking is behind you.

2. Buy all appropriate insurance, especially long-term care insurance. Too much of our parents' savings (and ours) are lost to their long-term care. And we are younger, healthier and more demanding of our bodies. We may live a long time; which is great, unless we spend it in the aforementioned box. Once you hit 50, these policies are readily available and not prohibitively expensive.

However, don't over-insure. Too many spend a fortune protecting themselves overly well against catastrophes that never arrive. Pay a lower premium and a higher deductible.

3. Stop being a parent (my own parents should skip ahead to the next point). You raised your kids. You educated them; clothed and fed them for about 20 years. They have everything they need to succeed on their own. Let them. This is as big as letting them pay for their own living situation and as small as letting them treat you to dinner once in a while. Not only will you keep more of your own money, but you will teach them self-sufficiency and they will feel good.

4. Pay cash. The notion of "Buy now, pay later," is for people who have much more time to pay it off later. By the time we hit 50+, we should be able to pay for what we want when we want it or decide maybe we really don't need it. Now is not the time to live beyond your means. Have some cash on hand and avoid, or retire, debt. Collect interest; don't pay it.

5. Hire a financial planner. You wouldn't diagnose your own cancer; don't decide you are qualified to manage your money. Sound financial planning and tax advice is as important to your long-term health as a good doctor.

6. Do the job you've always wanted. Open a B&B, start writing, painting or selling knick-knacks. Whatever. Use your savings to subsidize your dreams. Eventually, this may bring you more money or keep you from spending what you've saved. But earning an income is no longer the point; living an active dream is.

Consider what financial success means to you. Do you want your children to inherit a fortune or do you want to enjoy the life you have left to its fullest? If success means being buried with your last dollar in your fist, plan for this. (But time your death carefully.)

Our generation is redefining retirement. It's up to you to imagine how great it can be and then find a way to live it. You are not resigned to a lifetime of staring at your gold watch and playing shuffleboard. Now is the time to live the life you spent your youth preparing for – enjoy it.

## Dog Sledder

[This is a work-in-progress. I include it to show how I might work with contributors. I'm ghostwriting a book for a woman who competes in sled dog racing. So, it's in her voice. There are notes and comments in it asking her to fill in some blanks. There are a fair number of 1<sup>st</sup> person stories in The [MAGAZINE] so I thought this was relevant in that it tells a story rather than provides factual information. Also, it's dogs. This story is all true, for anyone who's interested.]

My paid work is healing animals – all of them: other people's, mean ones, smart ones, great ones, animals I don't know or care about. Saving my own animals has never been a question – or a necessity. They are well fed, cared for, challenged, worked and played with, loved, stimulated and protected by the fiercest, fightingest, most bad-ass animal lover on earth.

Me.

Except I couldn't save the dog who saved me – and has protected me ever since.

Anyone who's had more than one dog knows what it is to have a heart dog: the dog who speaks to you, loves you, "gets" you and burrows into your soul and changes who you are. Tantrum was my girl. Almost everything I am right now is, in large part, because of her.

Tantrum came to me through a chain of events that began with my first rescued Siberian. I found him in a small pen, hidden down a long path behind trees and bushes in an old woman's too-spacious yard, a woman who had called me earlier that day to put her dog down because he was "too much." His name was Meeko, but there was nothing meek about him.

He dared me to approach him. He wasn't aggressive or defiant. He just stared into my soul unwaveringly, with little curiosity or concern. He was just sure, sure of who he was and that he didn't need anything whatsoever from any human being, especially me.

So, of course, I brought him home.

When he met my other boys, Bear and Simba, they greeted one another like long-lost brothers and, little did I know it, a new chapter of my life began. I tracked down Meeko's breeder Sandy to find out more about him and let her know he was okay. I changed his name to XXX. Several rescues and a few bred dogs later, Sandy gave me Tantrum because she had an overbite and was unsellable. My poor undesirable heart dog.

Tantrum was an absolutely darling ray of sunshine that just beamed the second you saw her. It was in her eyes, and her energy shimmered bright. I originally named her Rainy and brought her to work with me. On the very first day (I was a tech at an animal hospital), she threw a fit in her crate. So, I had to put her in the back kennel away from the other dogs and the practice, which just pissed her off more, and she carried on – and on – and on. I could hear her even when I was in X-ray taking care of a big dog. This went on for hours – all day, in fact. She wasn't crying like "Oh, poor me." She was pissed! And she wanted everyone to know it.

After forever, I looked at my friend Heather and said "Oh my god. This is the longest tantrum in history." and we both glared at each other, then laughed, and I said "That's it. That's her name!!"

She was the most beautiful girl inside and out. Her personality was just so charming and sweet with a perfect calmness (as long as she didn't have to suffer the indignity of being crated while I worked). [We need to set up the pregnancy and the C-section somehow.]

She needed an emergency C-section. If the situation had been anything less than dire, I'd have waited for another doctor – my friend – whose skills and commitment I trusted completely. As it was, I went with who was available because I had no choice.

As a vet tech at that hospital, I was able to monitor her after surgery and I kept a close eye on her. Forty-five minutes after we sewed her up, she started to crash. [any detail you can stand to include here would be helpful] I grabbed the crash cart and got to work saving my girl.

I gave her CPR, trying to pound life into her. I intubated her. I breathed for her, giving her mouth-to-mouth. Dear god, I breathed for her for as long as I had breath to give. But nothing I could do – I, who saved dogs every single day of my life – would let her keep breathing on her own. And, with that, she was gone. I still breathe for her – every minute of every day.

My rage was immediate, but the deepest depression followed soon after. Always a speed junkie, I raced through the first four stages of grief in just a few hours, concentrating on the rage and depression. The fifth stage: acceptance, eluded me for years, maybe even still does. But I'm learning to accept my non-acceptance of Tantrum's passing. There are some things I just shouldn't have to accept.

But the almost-life-ending despair I felt at my inability to do right by Tantrum was intensified years later when I realized it was Tantrum who brought me back from my own "she should be dead by now" experience.

In September of 2008, I decided it was time to run with the big boys and take on a 100-mile race. We'd been doing pretty well on the 30-40-mile races and I was looking for another way to push myself and my team. I'd been watching my dogs go all-out for the "shorter" races and come home still ready to roll, tails wagging, heads high. The first thing I learned when I started

training my dogs is to trust them – believe them when they tell me something. And they were ready for a new challenge. So was I.

Nothing energizes and focuses me like a specific goal so I sent in my entry for the Eagle Lake 100 the next year. Despite the year I'd given myself, training had to begin in earnest. I needed to build stamina for me and the dogs as well as teach them to leave some gas in the tank: going all out would kill us over 100 miles. The team was, necessarily, going to shift and change. Who would step up as leader when our runs needed to be even more strategically planned and executed? Who would struggle with the new, slower, but much longer, pacing? Who would act as our team accelerator and who would be the brakes when we needed them?

I had to figure out who would just put his or her head down and keep on going no matter what happened, no matter how long we'd been at it. The entire dynamic of the team was about to change and I needed to mastermind it.

I set up a rigorous training schedule that would reveal and test my team. I had plenty of time to get up to speed, as it were, but I tend to be a "Hurry up and wait" kind of a girl. Having made the decision to go long-distance, I was eager to put together my best team and start the long road to readiness. But, like everything else, that road starts with the first step. Push just a little harder, go just a little farther, and see what happens.

When you participate in a sport that depends on the weather, there are a million and one adjustments you have to make to simulate the conditions. Obviously, I can't use our sled when there's no snow. So I rig an ATV to the dogs' lines and, while it's not exactly the same, I can create a challenge for my team that's similar to racing in snow. It's essential that I pace our speed at the beginning of each season to give the dogs time to get into running shape, to accommodate the terrain and, that year, to enable me to carefully watch and assess my team and how they ran together over longer distances.

October 12, 2008

Not a single thing about this day alerted me to its magnitude. Technically, as a Sunday, it was – sort of – a day of rest. My plan was to take a quick, light run, come home and watch football. It was not a day when I thought I would proof the dogs' pairings (some dogs run well side-by-side and some will argue from start to finish and consider fighting to the death over a perceived slight). I was pretty comfortable with how I had them lined up. My lead dog was XXXXX, who demonstrated comfort setting the pace and listened to me when I held the team back and the rest respected her. Everyone else seemed comfortable in the positions I'd given them.

That morning, I left the yard with the team ready to go, planning a relatively slow 5 mph pace on the ATV and no great distance to cover. But I don't remember that. In fact, I don't remember anything about that day. I only know what I was told.

What I was told is that I was found lying in the middle of the road, covered in blood, completely unresponsive, tempting death.

[All additional work and samples deleted.]