



Thousand Hills Pet Resort

San Luis Obispo, CA

Confidentiality Agreement

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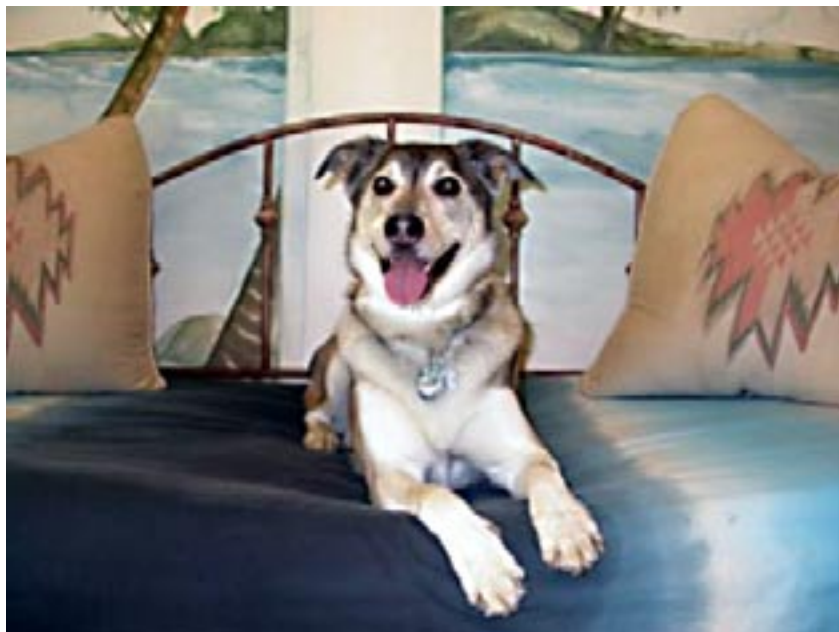
It is acknowledged by reader that information to be furnished in this business plan is in all respects confidential in nature, other than information which is in the public domain through other means and that any disclosure or use of same by reader, may cause serious harm or damage to Son Care.

Upon request, this document is to be immediately returned to Son Care.

Signature

Name (typed or printed)

Date



Welcome to...

Thousand Hills Pet Resort



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Executive Summary

Objective:

Create and be the leading Pet Boarding facility on the Central Coast

Mission:

Thousand Hills Pet Resort is the ultimate vacation spot that offers the highest-quality pet services on the Central Coast, ensuring that customers (the pets and their owners) are delighted.

Background:

Animals are playing a larger role in our lives, and working people are choosing to provide them with a good life. Pet owners are increasingly treating their pets as they would their children. Pets aren't just part of the family anymore. In some cases they are the family. Owners are willing to invest money to have them cared for in an environment that would mirror their home surroundings.

Strategy:

We are targeting pet owners with disposable incomes who want the best care for their animals. Thousand Hills is the only boarding facility that offers deluxe suites for their customers. It is also the only place where one can view their pet online. Our large doggie swimming pool is unique as well.

Currently the competition, Happy Tails, here in San Luis Obispo, is full and not accepting new clients. The county is in need of a new, top-quality, boarding facility with a large capacity for pets, offering one-stop convenience.

Our state-of-the-art, custom-designed facility far exceeds anything that exists on the Central Coast. Our caring, friendly, well-trained staff is our greatest asset. Building lasting customer relationships and providing excellent service are Thousand Hill's keys to success. Satisfied customers are our best marketing tools. When a customer leaves our business with a happy pet, knowing that it has had a fun-filled day, our name and service will stand on its own.

Organization:

Thousand Hills Pet Resort is owned and operated by the Son Care Foundation. Son Care Foundation (Alpha Academy) already has the land (40 acres) upon which Thousand Hills Pet Resort will be built. This fact is the key factor in the profitability of this project. It is also the key competitive advantage. This business is a further support of our philosophy as a non-profit entity to earn our own income to pay for our programs. Alpha Academy's mission is to mentor young adults seeking direction in acquiring the spiritual, emotional, and physical skills necessary to lead successful, responsible, lives. Thousand Hills Pet Resort will help teach these real-life skills to Alpha students and will continue to build character and good work ethic into their lives. One of our high values is giving back to our community through outreach programs.

Request:

We are seeking \$500,000, to build Thousand Hills Pet Resort, allowing it to open in Spring 2005.

Thousand Hills Pet Resort Business Plan

Objectives

Design, build and become the leading pet boarding facility on the Central Coast.

Secure a stable income for Alpha Academy mentoring program.

Provide real-life business experiences for Alpha Academy students that teach work ethic, responsibility, and job skills.

Give back to our community through outreach programs.

Mission

Thousand Hills Pet Resort will provide the highest-quality pet care services on the Central Coast. The Resort is committed to providing the ultimate vacation experience for our animal friends, as well as the best service for their owners, ensuring both customers the highest satisfaction. The staff of Thousand Hills is dedicated to excellence in all aspects of the pet boarding industry.

Keys to Success

Receiving proper funding

Providing superb-quality care to our clients

A state-of-the-art facility

A friendly and dedicated staff

Maintaining quality relationships with customers

Prudent fiscal management

Organization Summary

Thousand Hills Pet Resort is located in San Luis Obispo on Buckley Road, between Highway 101 and the San Luis Obispo Airport. This 90,000 square-foot resort is specially designed for our customers: dogs, cats, birds, reptiles, etc. This is a completely new development for San Luis Obispo and the Central Coast. The Resort provides our customers with overnight boarding, doggie daycare, and grooming for dogs. It also offers deluxe suites for the pampered pet, and different sized rooms for different-sized customers.

Legal Entity

Thousand Hills Pet Resort is owned and operated by Son Care Foundation, Inc., a non-profit 501(c)3 Corporation, supplying the land on which the facility will be built. Son Care Foundation provides for and supports a program called Alpha Academy.

Alpha Academy’s mission is to mentor young adults seeking direction in acquiring the spiritual, emotional, and physical skills necessary to lead successful, responsible, lives.

Thousand Hills will assist in Alpha Academy’s mission by offering students work experience, teaching work ethic and responsibility. Jack Gould is President of Son Care Foundation, as well as a director of Alpha Academy. He is overseeing the Thousand Hills Pet Resort project, which will be managed by John Oyen, a Cal Poly graduate. Design of this project was John’s Senior Project at Cal Poly.

Start-up Summary

Startup Costs:

Item	Cost
Kennel 1	\$42,462
Kennel 2	\$42,462
Kennels-Indoor	\$35,000
Kennels-Outdoor	\$40,000
Covering-Yard	\$24,000
Front Office	\$52,017
Office Interior	\$50,000
Office Furnishing	\$10,000
Appliances	\$10,000
Landscaping	\$8,000
Site Preparation	\$10,000
Fencing	\$20,000
Paving	\$10,000
Concrete Slab	\$30,000
Permits	\$20,000
Plumbing	\$10,000
Electrical	\$10,000
Septic	\$10,000
Building Costs	\$433,941
Operating Capital	\$66,059
Total	\$500,000

The start-up cost for Thousand Hills is approximately \$500,000. The high quality of our facility and landscaping will guarantee a quick return on investment and help ensure a leading position in the Central Coast’s pet boarding market.

Locations and Facilities

The Thousand Hills facility, located on our 40-acre ranch, consists of seventy-four indoor/outdoor dog **kennels**, twelve cages for small dogs, and a front office building containing a reception area, a **cattery**, an **exotics room**, a **recreation room**, a **kitchen**, a **grooming room**, a manager's office, a **living quarters**, two bathrooms, and two holding cages for incoming dogs. The front office building takes up approximately 1,750 square feet of the **two-acre lot on which all the play yards and kennels are located.**



Products and Services



Thousand Hills offers premium pet care services. Dog boarding customers have the option of choosing between two different sized rooms, or between two different sized deluxe suites, in which to enjoy their stay. **Deluxe suites** include a bed, a television, a theme decorated room, a personal pool, and a larger area to relax. For cats, the resort offers a suite enclosure as well as a smaller dwelling area. We will also board exotics such as fish, reptiles, snakes, and birds. The Resort also

offers grooming services, such as bathing and nail trimming, for its canine customers. **Doggie daycare will also be featured at Thousand Hills with its large play yards and doggie pool for swimmers and water lovers.**

Product and Service Description

Overnight Boarding:

Dogs: For our dog customers, there are several indoor/outdoor run options. The first run is built for the large dog. The indoor dimension is 4 x 6 feet, with an outdoor area of 4 x 16 feet. The second sized run, for small dogs, has an indoor area of 3 x 4 feet and an outdoor area of 3 x 10 feet. For very small dogs we have small caged enclosures as well.



For a night of luxury, customers can choose between two different sizes of deluxe suites. The first option, normally for small to medium dogs, has an indoor room 6 x 4 feet and an outdoor play area 6 x 10 feet. The large suite option has an indoor room 6 x 6 feet, and has a backyard 6 x 16 feet. All suites are theme decorated, have special beds, a television, a personal pool, the comforts of home, and receive maximum service from our staff.

There are regular feeding and exercise times for every customer. **Our staff spends time with all of the animals throughout the day.**

Cats: Our cats are also very special customers. Customers have a choice of staying in the **deluxe suite enclosures** or the traditional ones. Deluxe suites are larger and offer the customer more space to perch and stretch. All enclosures are located in the cattery room in the front office building. This room has multiple windows and a great play room area for our feline friends. There are perches to climb around on and a big, comfortable chair for our customers and staff to relax on while playing with the cats.



Exotics: The Resort also provides services for fish, small reptiles, snakes, and birds. We have a room with counters to set cages on and curtains to separate certain animals.

Doggie Daycare

For customers who don't want to leave their dogs at home during the day, we offer doggie daycare. **Our daycare yards are filled with toys, king of the hill mounds, a large doggie swimming pool, and other fun features.** Social dogs play together in the main daycare yard, and non-social dogs enjoy their own small, private yard. Daycare is a separate service from overnight boarding.

Grooming

At Thousand Hills we offer bathing and nail trimming services. Haircuts are determined based on the customers needs.

Gift Shop

We provide specialty pet-related gifts and products. Our custom website will also contain an online gift shop.

Pet Portraits

On-site portrait opportunities are available.



Special Requests

We provide service for pets with special needs including administering medication, assisting with recovery from surgery, handicaps, special dietary needs etc.

Internet Viewing

Thousand Hills offers unique service to watch **your pet online from anywhere in the world** through our web cameras.

Competition

The competition for pet boarding in the San Luis Obispo area is as follows:

- Happy Tails
- Animal Care Clinic
- Cuesta Park Animal Hospital
- Stenner Creek Animal Hospital.

Thousand Hills offers the highest value for its services and ensures that customers, the pets and their owners, are delighted. Our prices are competitive and our staff is friendly and well trained. Our facility is custom designed for boarding, whereas most of the local competition has adapted a previous facility to use for their business.

Happy Tails, **our closest competitor, is currently at full capacity and not accepting any new customers.** This shows the demand for more quality pet boarding in the San Luis Obispo area.

Thousand Hills is the only boarding facility that offers deluxe suites for their customers. It is also the only place where one can view their pet online. Our large doggie swimming pool is unique as well.

Name	Hours	Dogs	Cats	Daycare
A Cut Above	9 – 5	\$15		
A Paw Spa	8 – 5, 8 – 12	\$17		
Animal Care Clinic				
Coast Vet. Clinic	7:30 – 5:30, 8 – 4		\$10	
Cuesta Park Animal Hospital	8 – 5, 8 – 1 & 4 – 5, 4 – 5	\$14	\$11	
The Dogs Maid				
El Camino Vet Hospital	7 – 7:30, 8 – 5	\$12	\$8	
Estrella Kennels	9 – 12 & 2 – 5			
Four Paws Kennel				
Grand Ave. Animal Services				
Happy Tails	8 – 5:30, 9 – 5:30, 9 – 5:30	\$30	\$13	\$13
It's A Dogs Life	8 – 10 & 4 – 5			
Kennels of Springdale	9:30 – 12 & 4:30 – 6	\$15	\$9	
The Madoggy Inn				
Paso Robles Pet Boarding	9 – 1 & 3 – 5:30			
Stenner Creek Animal Hospital	8 – 5, 9 – 1, 9 – 9:30 & 5:30	\$14	\$10	
Sebring Kennels	8:30 – 10:30 & 4:30 – 5:30	\$15	\$10	
The Average Kennel	8 – 5, limited wknds.	\$16	\$10	
Thousand Hills Pet Resort	7 – 6, 9 – 4, 1 – 4	\$22	\$12	

Technology

Thousand Hills will maintain the latest internet capabilities to work directly with clients for reservations, purchasing products online, asking questions, providing information, etc. A website providing information on available services and displaying our web cams will be maintained.

Thousand Hills uses excellent kennel management software and has a network of computers for staff and managers. The Resort offers a unique web camera service and is the only facility providing this service on the central coast. Owners can watch their pet online at work or while vacationing. **By using computer technology we can stay up-to-date on providing unique services such as these, keeping Thousand Hills far ahead of the competition.**

Future Products and Services

ONE-YEAR GROWTH PLAN

- Grooming specialist on specified days
- Internet access for all enclosures to watch pets online
- Monthly newsletter
- Volunteer playtime programs for disabled and special needs children & adults
- Water park for doggie daycare

THREE-YEAR

- Expand the number of indoor/outdoor kennels by 30
- Provide a “wash your own pet” service
- Sell and distribute products online
- Add another exercise pool
- Provide training classes
- Build obstacle course
- Transport pets to and from home



FIVE-YEAR

- Build separate exotics room
- Expand number of dog suites by 20
- Provide customized dog training
- Build separate cattery facility and add 20 enclosures

The future of Thousand Hills involves expanding the facility and continuing to improve and offer the best pet care on the Central Coast. We will build a friendly, committed, and hard working staff in order to capture a good percentage of the pet boarding market. **Building lasting customer relationships and providing excellent service are Thousand Hill's keys to success.**

Market Analysis Summary

Thousand Hills will focus on dual-income, traveling professional families with hectic schedules - those trying to strike a balance between the demands of their careers, personal lives and their pets. Our most important group of customers are those who do not have as much time as they desire to invest in their pets, and are willing to seek additional help regardless of costs. We also want to target vacationing pet owners who want the best care for their pets while out of town.

Currently Happy Tails, here in San Luis, is at full capacity and not accepting new clients. The county is in need of a new, top-quality, boarding facility with a large capacity for pets.

Market Segmentation

- Busy, traveling professionals
- Vacationing families
- Pet owners who work and leave their pet home alone during the day
- Customers with hectic work schedules and demanding careers

Target Market Segment Strategy

As a new business, we will not be successful waiting for the customer to come to us. Instead, **we must focus on the specific market segments whose needs match our offerings.** Focusing on targeted segments is the key to our future.

Therefore, our focus and marketing message will be the services offered. **We will develop our message, communicate it, and fulfill our commitment to excellence.** Once we are established and have proven to deliver great service, our business will grow tremendously by word of mouth.

Market Needs

Our target customers are pet owners who may have more than one pet per household. They are working professionals who need reliable, trusting and convenient pet care to keep up with the demands of their hectic schedules. **There is a need for one-stop convenience.**

Market Trends

Today's trend consists of professionals having their families later in life, or deciding not **to have children at all. Pet owners are increasingly treating their pets as they would their children. Pets aren't just part of the family anymore. In some cases they are the family. Owners are willing to invest money to have them cared for in an environment that would mirror their home surroundings.**

Another important workplace trend is working longer hours and more days. There is also the traveling professional.



Professionals are looking for help to care for their pets in a loving, playful daycare. **There is a need to have pets cared for over long periods of time while their owners are away on business trips.** Downtown and condominium living has also become very popular for professionals. This creates the need to provide a daily exercise and a playful environment for their pets.

San Luis Obispo’s pet population is continuing to grow. **An Animal Services survey from 2002 showed 50,000 dogs in the county.** These high numbers show the need for quality pet care services. There are 378 million pets nationwide (65 million dogs, and 78 million cats.)

Market Growth

The benefits of sharing our lives with our pets offers owners affection, companionship and security. For busy families, professionals and single pet owners, Thousand Hills offers a peace-of-mind alternative to leaving their pets home alone. The nation’s pet owners spent an estimated \$32.3 billion on their pets in 2003 according to the American Pet Products Manufacturers Association. A 1998 American Animal Hospital Association survey of pet owners who took their animals to a vet, found that nearly one-third said they spend more time with their pets than with their friends. **Animals are playing a larger role in our lives, and working people are choosing to provide them with a good life,** according to the Director of Community Programs at the San Francisco Society for the Prevention of Cruelty to Animals.

Pet owners can be confident that their pets are in the best of hands at Thousand Hills. Pets can socialize with buddies, revel in attention from expert caregivers, and enjoy play activities.

Service Providers Analysis

The animal care industry is made up of many small participants that are function-specific. These businesses offer one or two services. **There are no businesses that offer full care, including day care, overnight care, deluxe suites, and services such as internet web cameras to view pets.** Current facilities have limited hours, causing a great inconvenience for the customer. Thousand Hills will change these trends and offer “one-stop convenience” for all pet needs.

Business Hours

Mon - Fri : 7:00 am – 6:00 pm
Sat.: 9:00 am – 4:00 pm
Sun.: 1:00 pm – 4:00 pm

Alternatives and Usage Patterns

The pet boarding industry builds clientele by consistently providing great service. The reputation of Thousand Hills will grow throughout the community as our customers come and see that our Resort is their best choice on the Central Coast.

Strategy and Implementation Summary

Emphasize Customer Service

Thousand Hills will differentiate themselves from other animal care facilities. We will establish our business offering as the clear and viable quality service for our target market.

Build a Relationship-Oriented Business

We will build long-term relationships with clients, not just an occasional visit. **As we help clients understand the value of the relationship, they will become dependent on Thousand Hills** to help out in many situations.

Focus on Target Markets

We need to focus our offerings on the busy professionals, who want to save time and enjoy convenience, multiple services, and total satisfaction.

Differentiate and Fulfill the Promise

We won't just market and sell service and products, we will deliver as well. **We will make sure we have the knowledge-intensive business and service-intensive business we claim to have.**

Value Proposition

The value that Thousand Hills provides is both in the quality of the facility, and in the premium service and care received by each pet.

Competitive Edge



Thousand Hills starts with a critical competitive edge. **Our state-of-the-art, custom-designed facility far exceeds anything that exists on the Central Coast.** High-tech services such as our web cams and individual pet service tracking are unique to Thousand Hills. We also offer high-touch services such as our doggie day care play area with special fun features such as our water park and pool. **Our friendly, well-trained, caring staff is our greatest asset.**

Marketing Strategy

Our marketing strategy is a simple one: **satisfied customers are our best marketing tool. When a customer leaves our business with a happy pet, knowing that it has had a fun-filled day, our name and service will stand on its own.** We have talked with many friends and associates who are anxious to use our services.

Local TV news shows will be contacted to feature our business as a new service to the community. Direct mail will be sent to registered pet owners in the San Luis Obispo area. Brochures will be distributed to motels, restaurants, condominiums, pet stores, coffee shops, local veterinarians, etc. We will also create a Thousand Hills web page and will advertise in the San Luis newspapers. **Our community outreach programs will be a great source of positive public relations.**

Community Outreach

Thousand Hills is dedicated to serving the community of San Luis Obispo as well as the other communities on the Central Coast. The Resort will offer free facility tours, a grand opening BBQ, and will also invite Elementary School classrooms to come and take field trips to the location.

The Resort has designed a recreation room, especially for community outreach programs, to offer “hangout and play time”, with pets, for disabled children and adults. Members of this outreach activity will spend time bonding with our most gentle and social, dogs and cats to experience the value, trust, and joy of building relationships.

Thousand Hills owns a highly trained German Shepherd mascot which will be involved in community outreach. **This mascot will be taken into the community, to places such as local schools, to show obedience training and other object lessons.** Children and adults will have the opportunity to interact and learn from our young male shepherd.

We also plan to take our pets to Senior Citizen residential facilities to visit.

The Resort will also offer availability for animals in case of a community emergency, such as a fire. In case of an animal shelter overflow, sponsored guests will have an enjoyable room to stay in at Thousand Hills. Our Resort will also connect with other animal enthusiast groups and local veterinarians to provide other community outreach events, activities, and programs.

Positioning Statement

We are targeting pet owners with disposable incomes who want the best care for their animals. There is a high demand for top-quality pet care services here on the Central Coast and Thousand Hills has innovative plans to introduce a superior facility to the area. By offering services such as deluxe suites and web camera internet viewing, Thousand Hills will mark its place at the top of its industry.

Pricing Strategy

Thousand Hills will be priced at the upper edge of the market, competing with other providers who have less service offerings. We will provide the highest value product in the marketplace.



Fee Schedule:

Overnight Boarding (per night)

Dogs–Standard Rooms

Large.....	\$23
Small	\$20
Cage.....	\$18

Dogs–Luxury Suites

Large.....	\$35
Small	\$30
Cage.....	\$25

Doggie Daycare (per day)..... \$10

Cats–Standard..... \$12

Cats–Luxury..... \$16

Exotics (birds, fish, reptiles, snakes, etc.)..... TBA

.....(price varies depending on the animal)

Additional Services

Baths.....	\$20
Nail Trim	\$8
Administering Medication.....	\$5
Special Diet	\$5
Water Park pass	\$5
Web-cam/Internet access.....	\$5

Promotion Strategy

We will host an open house with a business card drawing for one free service. We will offer discounts after a specified number of visits for the first six months to establish a client base.

Example:

- 10 day care visits = one free overnight visit gift certificate.
- 10 overnight visits = one free wash gift certificate.
- 20 visits = free night.
- Referrals = one free day care visit gift certificate.
- Monthly business card drawing = one free visit.
- Multiple pets from the same family = family discount rate.
- Use promotional items such as frisbees, collars, coffee mugs, etc. with Thousand Hills logo imprinted.

There will also be free tours of the facility offered at specified times throughout the week. Local schools will be invited for field trips. Outreach to schools and seniors will be provided.

Fundraising Strategy

- Contact local bank for loan
- Contact private investors
- Grants

Web Plan Summary

The purpose of our website is to serve our customers' needs in a convenient and professional manner and to provide the necessary information about our staff, facility, and services. We will offer online booking, web camera viewing, resort photos, helpful links, and all information pertaining to Thousand Hills. This tool will portray the image of our business; friendly and top-quality.

Website Marketing Strategy

We plan to be easily accessible to those researching pet boarding and vacationing on the Central Coast. Thousand Hills is targeting anyone who is visiting the Central Coast as well as anyone who currently lives here.

Management Summary

Thousand Hills will be organized and managed in a creative, innovative fashion to generate very high levels of customer satisfaction. We will create a working climate conducive to a high degree of personal development and satisfaction for employees.

A policy manual will be developed and implemented. Job descriptions will be developed to identify necessary competencies and skill sets. Team-oriented professionals with common goals will be hired.



Standards developed by the American Boarding Kennel Association will be adopted. We are members of ABKA.

We will conduct weekly staff meetings to discuss ideas, suggestions, and operations. An annual motivational seminar will be held and we will develop an employee recognition program. As the business grows, the company will offer an employee benefit package to include health and vacation benefits for everyone.

Organizational Structure

The President of Son Care Foundation, Inc. is Jack Gould. Jack has over thirty years of small business experience and is well-qualified in many areas of expertise. He will oversee the Thousand Hills business operation.

Operations will be managed by John Oyen, a Cal Poly Industrial Technology graduate. John will have three managers; one for the weekdays, one for the weekends, and one for the overnight shifts.

Management Team

Jack Gould: Business Manager

Experience

1995 - present..... President – Son Care Foundation, Inc.

Alpha Academy, a non-profit corporation whose mission is to mentor young adults seeking positive direction in acquiring the spiritual, physical and emotional skills necessary to live successful, responsible lives.

1979- 1997 President, CEO, Owner, International Life Support, Inc. (ILS)

ILS was a leading contract provider of Emergency Medical Services to city, state and county governments in Hawaii, Nevada, Washington, California. \$20,000,000 in annual sales, 300+ employees.

1965-1978 Traffic Officer, Sergeant, California Highway Patrol
.....Undersheriff, Mariposa County

1970 - present.....Entrepreneur

Restaurants, Cable TV, Public Safety Equipment Sales, Electronics Distributor, Towing Services, Auto Repair, Auto Parts Sales (NAPA)

Education

1961-1966 Cal Poly, Cal State at Sacramento

BA, Public Administration

1966-1975California Highway Patrol Academy, Sacramento

Basic, Management Training

1969 - present.....Credentialed Instructor, California Community College System

Community Involvement

Lions Club – offices through president

Rotary Club

Reaching America's Youth – Charter President

Youth Direct Advisory Board

Champions for Life – Board member

Citizen of the Year, Lions Club

Grace Church

John Oyen: Operations Manager

Experience:

10/04 - Present**Kennel technician**, Happy Tails Pet Resort

10/04**Seminars**, ABKA 2004 Annual Trade Show & Convention

Buying, Building & Operating A Boarding Kennel
Operating A Fun, Safe & Profitable Dog Daycare

10/04**Dogs in the Kennel Environment Training**, Lee Manix

9/02 - 8/04**House Leader**, Alpha Academy Mentoring Program

The management experience of 7 young men at Alpha Academy taught me the qualities of effective leadership. I have learned how to efficiently use many tools such as weekly schedules, project timelines, and checklists. This experience has also taught me effective communication with many different types of personalities.

10/00 - 2/02**Bank Teller**, Mid-State Bank and Trust

Working as a teller at the bank increased my personal skills as well as taught me the importance of detail and organization. I was responsible for handling personal and business accounts, as well as the bank's money. I also had the opportunity to build relationships with local business owners and with many customers from the San Luis community.

10/02 - 2/04 **Team Leader**, Children's ministry & college group prayer

I volunteered and worked with the children at the First Baptist Church in SLO for about a year and a half. I really enjoy working with youth. I was a leader of the prayer team for Celebration, a Sunday night worship service, as well. I also went to India in December of 2003 to serve the Indian community and shared the love and gospel of Jesus Christ.

Education:

College: BS, Industrial Technology, California State Polytechnic University, SLO.

Key Courses:

Financial/Managerial Accounting, Marketing, Product Development, Manufacturing Processes, Packaging, Industrial Materials, Industrial Planning, Industrial Management

Objective:

To serve an organization to the best of my ability using my knowledge, experience, and gifts; promoting innovation, growth, and superior quality in the competitive marketplace.

Personnel Plan

The personnel plan will be as follows:

- One manager to oversee and fill in for all areas.
- Two front desk receptionists to greet customers, receive payments for services/products, set appointments, answer phones, check in pets, distribute wash-your-own supplies and maintain files of clients with data entry.
- Four playground supervisors will feed and water pets, keep area clean, walk and exercise, collect pets at check-out time. Two will be on staff full-time and two will work part-time.
- One full-time worker for cattery and exotics room

Contract Employees:

- One pet groomer.
- One behavioral trainer.

In the first year, assumptions are that there will be only one receptionist, four playground supervisors, and the manager will serve as part-time receptionist and night personnel until the business can build. The groomer and trainer will work on contract. In the second year, a second receptionist, two playground supervisors and a groomer will be added to the payroll.

Position	Hourly Wage.	Hours/Day	Bus. Days/Month
Manager	\$17	8	22
Outside 1	\$10	8	22
Outside 2	\$10	8	22
Outside 3	\$10	8	22
Outside 4	\$10	8	22
Reception	\$10	8	22
Phones	\$10	8	22
Cats/Exotics	\$10	8	22
Part-Time 1	\$10	8	9
Part-Time 2	\$10	8	9
Part-Time 3	\$10	8	9
Part-Time 4	\$10	8	9
Part-Time Rec.	\$10	8	9
Part-Time Phone	\$10	8	9
Part-Time Cats	\$10	8	9
Overnight 1	N/A	N/A	15
Overnight 2	N/A	N/A	15

Financial Plan

Son Care Foundation (Alpha Academy) already has the land (40 acres) upon which Thousand Hills Pet Resort will be built. This fact is the key factor in the profitability of this project. It is also the key competitive advantage.

The cost to acquire the land required for this facility would prohibit a profitable business.

This business is a further support of our philosophy as a non-profit entity to earn our own income to pay for our programs. It is a great way to show our students the principles of small business and entrepreneurship. “Learn by doing” is well known to this community.

Timeline

October

- Finish business plan
- Send out business plan
- Receive funding

November

- Receive funding
- Apply for permits

December

- Permits

January

- Receive permits
- Begin building

February - March

- Build

April

- Build
- Recruit staff
- Hire and train staff

May

- Grand Opening
- In business

Thousand Hills Pet Resort Cash Flow Report

Type	Account	2005												Annual	
		Apr 50	May 50	Jun 75	Jul 85	Aug 85	Sep 55	Oct 40	Nov 70	Dec 80	Jan 50	Feb 40	Mar 40		
Income	Occupancy percentage	\$1,500	\$1,800	\$2,000	\$2,200	\$2,200	\$2,200	\$2,200	\$2,200	\$3,000	\$3,000	\$2,400	\$2,000	\$1,800	\$26,300
Income	4050 — Sales	-\$525	-\$630	-\$700	-\$770	-\$770	-\$770	-\$770	-\$770	-\$1,050	-\$1,050	-\$840	-\$700	-\$630	-\$9,205
Income	Cost of goods	\$40,378	\$40,378	\$60,567	\$68,643	\$68,643	\$44,416	\$32,303	\$32,303	\$36,529	\$64,605	\$40,378	\$32,303	\$32,303	\$581,446
	4070 — Services	\$41,553	\$41,548	\$61,867	\$70,073	\$70,073	\$45,846	\$33,733	\$33,733	\$58,479	\$66,555	\$41,938	\$33,603	\$33,473	\$598,541
Expense	6115 — Automobile Expense	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$4,800
Expense	6125 — Bank Service Charges	\$827	\$831	\$1,237	\$1,401	\$1,401	\$917	\$675	\$675	\$1,170	\$1,331	\$839	\$672	\$669	\$11,971
Expense	6145 — Contributions	\$810	\$829	\$2,222	\$3,026	\$3,026	\$1,250	\$63	\$63	\$1,890	\$2,681	\$269	\$51	\$38	\$16,156
Expense	6155 — Depreciation Expense	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$1,800
Expense	6165 — Dues and Subscriptions	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$600
Expense	6175 — Equipment Rental	\$182	\$182	\$240	\$240	\$240	\$182	\$182	\$182	\$240	\$240	\$240	\$182	\$182	\$2,531
Expense	6195 — Disability Insurance	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$3,600
Expense	6410 — Liability Insurance	\$1,539	\$1,539	\$2,035	\$2,035	\$2,035	\$1,539	\$1,539	\$1,539	\$2,035	\$2,035	\$2,035	\$1,539	\$1,539	\$3,600
Expense	6420 — Work Comp	\$2,250	\$2,250	\$2,250	\$2,250	\$2,250	\$2,250	\$2,250	\$2,250	\$2,250	\$2,250	\$2,250	\$2,250	\$2,250	\$27,000
Expense	6225 — Loan Interest	\$2,250	\$2,250	\$2,250	\$2,250	\$2,250	\$2,250	\$2,250	\$2,250	\$2,250	\$2,250	\$2,250	\$2,250	\$2,250	\$27,000
Expense	6375 — Mortgage	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$600
Expense	6235 — Licenses and Permits	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$12,000
Expense	6550 — Office Supplies	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$1,200
Expense	6255 — Postage and Delivery	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$2,400
Expense	6265 — Printing and Reproduc.	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$3,600
Expense	6630 — Professional Dev	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$3,600
Expense	6275 — Professional Fees Vet	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$1,200
Expense	6650 — Accounting	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$2,400
Expense	6285 — Legal Fees	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$1,200
Expense	6680 — Recruiting	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$6,000
Expense	6305 — Repairs	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$2,400
Expense	6315 — Building Repairs	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$1,200
Expense	6325 — Computer Repairs	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$1,200
Expense	6335 — Equipment Repairs	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$12,000
Expense	6750 — Janitorial Exp Supplies	\$1,154	\$1,154	\$1,526	\$1,526	\$1,526	\$1,154	\$1,154	\$1,154	\$1,526	\$1,526	\$1,526	\$1,154	\$1,154	\$16,085
Expense	6830 — Federal Taxes	\$308	\$308	\$407	\$407	\$407	\$308	\$308	\$308	\$407	\$407	\$407	\$308	\$308	\$4,289
Expense	6860 — State Unemp	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$1,200
Expense	6345 — Telephone	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$1,200
Expense	6355 — Travel & Ent	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$2,400
Expense	6365 — Entertainment	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$12,000
Expense	6385 — Travel	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Expense	6405 — Gas and Electric	\$15,392	\$15,392	\$20,352	\$20,352	\$20,352	\$15,392	\$15,392	\$15,392	\$20,352	\$20,352	\$20,352	\$15,392	\$15,392	\$214,464
Expense	Payroll- Admin	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$18,000
Expense	Payroll- Ops	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$3,600
Expense	Pet Food	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$12,000
Expense	Pet Supplies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Expense	Advertising	\$34,062	\$34,085	\$41,870	\$42,838	\$42,838	\$34,592	\$33,163	\$33,163	\$41,470	\$42,423	\$39,518	\$33,148	\$33,132	\$453,141
	TOTAL EXPENSES	\$7,291	\$7,463	\$19,997	\$27,235	\$27,235	\$11,254	\$770	\$770	\$17,009	\$24,132	\$2,420	\$455	\$340	\$145,400
	CASH ACCRUED	\$7,291	\$14,754	\$34,751	\$61,986	\$89,220	\$100,474	\$101,044	\$101,044	\$118,053	\$142,185	\$144,604	\$145,059	\$145,400	\$1,454,000

Financial Assumptions

1. Loan payment is based on \$500,000 borrowed for 15 years at 7% interest.
2. Occupancy rate is based on national industry average of 60% (American Boarding Kennel Association).
3. Payroll, expenses and profit are comparable with industry averages (ABKA) for this size kennel.
4. Expenses were compared with local kennel actual expenses.
5. Building costs are based on quotes from local contractors and industry suppliers.
6. As a non-profit corporation we are not subject to income or property taxes.
7. Expenses and income projections were conservative estimates.
8. Break even point is 73% of projected income/occupancy without accounting for a reduction in variable expenses
9. No income is shown for grooming, training, or extra services.
10. We believe years two and three will increase occupancy to 70-80%.



About Alpha Academy

Alpha Academy, a highly successful discipleship and mentoring ministry, was founded in 1996 to mentor young men as they plan out their lives. As far as we know Alpha Academy is the only program of its kind, unique in that it targets those over 18, and students do not have to have been “in trouble” to qualify. We are a resource for those young men who are not at-risk, but do not yet know what they want to do with their lives.

Our mission is to mentor young adults seeking direction in acquiring the spiritual, emotional, and physical skills necessary to lead successful, responsible, lives.

Alpha Academy is a simple program: we help our students create a map for their lives. A student’s map takes into account: 1) where his life is now, 2) where he would like to go, 3) what road he must take to get there, and 4) the vehicle (college, vocational school, etc.) he must use. When a student leaves Alpha, he has a clear destination, and is already taking steps toward that goal. Alpha consists of a work program, leadership training, and one-on-one mentoring.

Our work program has several projects designed to teach work values, and to allow our students to experience several different types of work. All learning is reality-based., in real-world work experience. We currently operate a commercial flower farm, a vehicle marketing project, and a computer design center. Our students also work on various construction projects.

Alpha is not a vocational school. Our work programs are designed to expose students to many different fields, which they may not have previously considered. Additionally, our programs help our students learn budgeting, planning, work ethic, follow-through, attention to detail, and other life skills that will contribute to their lasting success.

One of our priorities is to be self-supporting, teaching our students that we must earn what we have. We do not seek or accept government funds, as these always come with restrictions that would not allow us to be a Christian program. We also have public school students come to the ranch for leadership classes and community service work at no cost to them.

Leadership training and mentoring give our students the opportunity to develop positive life skills. Our aim is not to develop men who can simply take care of themselves; we want to help these men become strong leaders in the home, the community, and the workplace.

Alpha Academy has been operating in San Luis Obispo at Thousand Hills Ranch (Ps 50:10) since 1999. The agricultural environment of the ranch is especially effective for teaching the reaping and sowing lessons. The Ranch is also within biking distance of town and two colleges.

Our current capacity is 6 students, who share a 3-bedroom farmhouse. We plan to construct another house in the near future, raising our capacity to 12 students. Students commit to staying in the program for at least 6 months, and more than 50 students have been served by Alpha since its inception.

We are a faith-based organization, but Christian faith is not required for admission. Although we are currently limited to young men, we hope to open a campus for females in the future.

What Others Are Saying

Parents

“If you are a parent with a prodigal, do not give up hope. Alpha is there for him and for you ... the lessons [our son] learned at Alpha he is still unpacking. I thank you all...I know that it was all of you, that are the reason our son is where he is today. We have been blessed beyond measure by this ministry.”

–*Lynette, Molokai, HI*

“How do you thank someone who has helped you save the life of your son and has continued to be involved?...When we look at who he was when we brought him to Alpha and what he is now, we are impressed...The people at Alpha are good people and I thank God that they were there...I do not even want to think about what may have happened to [our son] if Alpha had not been there.”

–*Richard and Vicki, Sunnyvale, CA*

“I can honestly say that we have seen a remarkable young man begin to take shape from the confused and misdirected boy who first entered the program...We enrolled [him] in Alpha in an effort to install a positive sense of identity, a realistic sense of his own capabilities, and a plan of how to accomplish responsible life goals. We can quite honestly say that Alpha has exceeded our expectation in all of these areas...We firmly believe that it would not be an overstatement to say that Alpha Academy has saved our son’s life, his heart, and his soul.”

–*Peter and Sharon, Sunnyvale, CA*

Education

“I am writing to let you know encouraged I am by Alpha Academy...I have been able to witness the fruits of your efforts, as these young men begin turning their lives around by developing their faith and life principles...I am extremely thankful for the Alpha Academy, as without programs like yours, more young men will be destined to a life of despair, unemployment, crime and fractured family units.”

–*Charlie Herrera, High School Teacher*

Law Enforcement

“Almost every morning students ask me, “Are we going to Alpha today?” They ask not because they love working in the fields in the hot sun, but because they want to work with all of you. Our students have many struggles in their lives, and they do not trust easily. They have given you their trust, and have clearly responded to your mentoring.”

–*Dino Gemignani, Deputy Probation Officer, San Luis Obispo Community School*

Board Members

“I have been a board member of Alpha Academy since its inception and have known many young men who have graduated from the program. These “at-risk” young men come in as potential drug addicts and criminals and come out changed...living as responsible members of society.”

–*Bill Brashears, Midlothian, TX*

David - former student

Alpha Academy has provided me with something that I don't think I could have found anywhere else. Everybody there immediately opened their arms to me. Through them God brought me to a place where I was able to hear him. Most importantly they really helped me to establish who I am. Through my experiences and interactions with the people there a man stepped from the smoldering rubble of the person that I was.

I only wish that there were more people who could share this program with me. I do not believe that there is a single person who could not benefit from Alpha Academy. I hope that the leaders of tomorrow will be some of Alpha's alumni.

living in God's gracious love,

David

Jeromy - former House Leader

I have seen:

- A man who trusted no one and hated his father build relationships and begin to forgive his father and even pray to God for the first time (and even eat green things)
- 2 drug addicts who couldn't care for themselves when they got here, take leadership roles as assistant house leaders
- A man still living as a child under the coddling of his mother begin to take a leadership role in the house
- A man who was mentally challenged and with a difficult past feel loved and take leadership in the house and ownership for himself
- A small island boy learn about life from a new perspective and be humbled before the Lord (where he wasn't the big fish in the small bowl)
- A man struggling with seizures realize his dream and be accepted to culinary school
- A man whose idol was surfing come to the place where he needed to move to Idaho to find the Lord

Bunny Martin- CEO- founder Reaching America's Youth

Dear Jack,

I want to thank you for your vision and insight in starting Alpha Academy. Your calling from God to start this work is shown in many ways. I have been there several times and have seen, first hand, how God has used you and Alpha to alter the lives of many young men. Your taking these young men with problems, giving them a place to live, teaching them the basic things they need to know, has paid off in the lives of many young men. I have seen this personally, being with you several times. First you make certain of the most important thing, which is accepting Christ as their personal Savior, then disciple them with the word of God and other materials that you use there at Alpha.

Being in a youth prison ministry, Reaching America's Youth, I appreciate even more what you are doing there at Alpha. Many of these young men, without your help, would probably serve some time in a youth or adult prison. God has used you greatly to alter many lives. I thank God for you and your important work there. Our prayers are with you as you continue to serve God there through Alpha Academy. Let me know of any way I can be of help to you.

In Him we trust,

Bunny Martin, CEO/Founder
Reaching America's Youth

William H. Brashears

Midlothian, TX 76065

September 16, 2003

To Whom It May Concern:

I have been a board member of Alpha Academy since its inception and have known many young men who have graduated from the program. These "at risk" young men come in as potential drug addicts and criminals and come out changed young men by the power of Jesus Christ in their lives, living as responsible members of society.

For me personally, Alpha Academy is special. A number of years ago, my youngest son was involved with drugs and eventually went into rehab. He has continued to struggle at times, and has on one other occasion had to check himself back into rehab. If there had been an Alpha Academy back then, maybe things would be different.

I believe that accepting Jesus Christ as personal Savior and developing an intimate relationship with Him is the only way one's life truly changes. At Alpha Academy, young men are introduced to Jesus Christ and equipped to live by His resurrection power.

These young men are also taught a strong work ethic at the ranch. Some even go on to get their college degrees.

It truly is a very unique program, like none I have known, and one in which I believe in and support. If I can be of further assistance, please feel free to call me at _____.

Yours in Christ,



SAN LUIS OBISPO COUNTY
OFFICE OF EDUCATION

LEADERSHIP • COMMUNITY • SERVICE

Julian C. Crocker, Superintendent

Certificate of Appreciation

Presented To

***Alpha Academy
Jack Gould and Staff***

In honor of your dedication and service to the students of the
San Luis Obispo Community School

Jeanne Dukes
Director-Alternative Education

PROBATION DEPARTMENT

COUNTY GOVERNMENT CENTER • SAN LUIS OBISPO, CALIFORNIA 93408

October 23, 2003



Dear Jack and Christian of Alpha Academy:

On behalf of the San Luis Obispo Community School (SLOCS) staff, I would like to extend our appreciation to the people of Alpha Academy. You have been a valuable resource for our students. Thank you for:

- **Being a suspension alternative.** To avoid a formal suspension, some students go to Alpha, and perform community work service for the day. Students benefit because no formal suspension goes on their record.
- **Helping our students clear their expulsions.** Students must perform work service as one of their conditions to clear their expulsion and return to their "regular" school. Students have completed their service hours at Alpha by working in the farm field, gardening, trash pickup, barn clean up, cooking, cleaning, and more.
- **Providing Community Work Service.** Students on Diversion and Probation who are ordered to complete work service are able to do it at Alpha Academy.
- **The Alpha Quest Course.** Alpha staff consulted with SLOCS teachers, and developed a week long course for our students. The course was entitled "Choices," and was devised with community school goals in mind. The intent of the course was to give students an opportunity to explore the power of "choice" in their lives.
- **Providing school ID cards.** Graduates of "Alpha Quest" were awarded student ID's made by Alpha Academy staff.
- **Educating our students.** Students earned school credits at Alpha as they learned about subjects such as photography, website design, Photoshop computer software, gardening, furniture assembly, car detailing, and more.

Again thank you Jack, Christian, Ian, Jeremy and John. All of you have always been open to working with our students. Almost every morning students ask me, "are we doing Alpha today?". They ask not because they love working in the fields in the hot sun, but because they want to work with all of you. Our students have many struggles in their lives, and they do not trust easily. They have given you their trust, and have clearly responded to your mentoring.

With much appreciation,

Dino J. Gemignani
Deputy Probation Officer,
San Luis Obispo Community School

Long, long ago a dream was born. The dream was of a place where young men would come to know how much the LORD loved them. They would be surrounded by challenges and guided to answers, to The Answer. My husband, our church and I joined in the prayer for this dream to come true. In God's perfect time Alpha Academy was born in the hills of San Luis Obispo, These Thousand Hills of psalms fame. God hand picked just the right adults to join in supporting His work in this dream He had planted there.

Meanwhile, back in our home in Hawai'i, our son was veering off course. He landed with his dad's sister in California. And for a time he went to high school, helped with her son and worked at Baskin and Robbins. He kept making poor choices and lying about them. She asked him to leave the morning his father had flown thousands of miles to tell him we would no longer support him financially, just months shy of his graduation. So father and son hit the road. It led to Alpha. As Scotty looked the place over, this land we had prayed for, met the people we had asked God for, our son spoke quietly with Jack and asked if he could stay. He did.

I wish I could say at this point 'They all lived happily ever after.' But God isn't finished with the story. Masi continued to make poor choices, even with the loving support and early successes he experienced there. He wanted to sing 'I Did It My Way.' So he left Alpha to become homeless. He left all his belongings there. He wanted no help from home, so we didn't hear from him until September 11 when he called to say he was not in New York and he was OK. (For the time he was in SLO, we had periodic sightings from our friends at Alpha, but he didn't know that). He ended up in Arizona. His wallet was stolen somewhere along the way, so he had no ID. Not a good thing in post-9/11 America. Through a series of miracles his godfather picked him up and drove him back to his aunt's home where his father met him and flew him back to Moloka'i.

If you are a parent with a prodigal, do not give up hope. Alpha is there for him and for you. It's a far cry from the pig pen our son apparently needed, but it was a big part of God's perfect plan and the lessons he learned at Alpha he is still unpacking. I thank you all for praying for Masi. I know that it was all of you, the Alpha prayer partners, that are the reason our son is where he is today. God is not finished with him yet, but I give daily thanks for Alpha Academy and that they live and show others how to live the call to *"Enter through the narrow gate; for the gate is wide and the road is easy that leads to destruction, and there are many who take it. For the gate is narrow and the road is hard that leads to life, and there are few who find it."* (Mt 7:13-14 The Holy Bible: New Revised Standard Version).

Please stand in the gap for these young men that they may find the narrow gate and for all who are a part of Alpha Academy who help them stay on the hard road that leads to life. We have been blessed beyond measure by this ministry. Have you been blessed? Let them know! Your sister in Christ, Lynette Schaefer



Moloka'i, Hawai'i 96748

Mr. Jack Gould
Alpha Academy
P.O. Box 13958
San Luis Obispo, CA 93406

Dear Mr. Gould,

As a high school teacher for the past eighteen years, I have taught dozens of at-risk youth who have a very bleak future ahead of them. Often due to poor choices made by parents and other family members, these students lack positive roll models, which would help them develop into healthy, productive adults. I am saddened when I realize the resources these young people need are often unavailable.

I am writing to let you know how encouraged I am by the Alpha Academy. Due to your carefully crafted program for young men at risk, I have been able to witness the fruits of your efforts, as these young men begin turning their lives around by developing their faith and life principles.

Through Alpha Academy programs of education, business, and spiritual studies, participants are able to find the true meaning and direction for their lives, in a manner consistent with Biblical teachings. Especially touching are the young men who have been driven to the edge by their extreme discouragement, who then become some of the brightest, and most cheerful to be found, due to the direction and faith they are given.

I am extremely thankful for the Alpha Academy, as without programs like yours, more young men will be destined to a life of despair, unemployment, crime, and fractured family units. It is my hope you will prevail in your efforts, and continue to be there for the young men who need you.

Sincerely,



Charlie Herrera

Atascadero High School

Sunnyvale, CA 94087

September 9, 2003

Alpha Academy
P. O. Box 13958
San Luis Obispo, CA 93406

Dear Alpha:

When you requested a short note about what Alpha has meant to us all we could think was: How do you thank someone who has helped you save the life of your son and has continued to be involved?

Our son, Anthony, became very involved with drugs and all of the unpleasant things that accompany them. We had to send him away for therapy. It took about a year and then we were told that he was finished with the therapy, it may or may not hold but he was ready to leave the treatment center. We were also told that he needed a transition program, to transition him back into society and hopefully maintain the therapy. However, returning to home and the people and places that got him involved would not be a good idea. We looked and looked. We were not sure what we were looking for but we felt that we would know it when we saw it. After visiting several places we came to Alpha, met Jack and knew that we had found what we were looking for.

Anthony came out of therapy at a residential treatment center in Utah with no drug problems and no belief in God. Jack talked to Anthony about Alpha and told him that part of the program involved a study of Christian principles. Anthony said he wasn't sure about the Christian part but the rest of the program sounded OK. We were talking to Anthony on the phone one day after he had been at Alpha for a few months and he told us, I'm a Christian now, I let Jesus Christ into my life!

Anthony has set up a life for himself in San Luis Obispo, he likes it there, he feels safe there. He has a strong work ethic, strong religious convictions, Christian friends and very strong ties and continued active involvement with Alpha. When we look at who he was when we brought him to Alpha and what he is now, we are impressed. Anthony has maintained contact with the treatment center in Utah and they consider Anthony to be that rare success story. Alpha has played a special role in this success story. The people at Alpha are good people and I thank God that they were there and I hope that they will remain. I do not even want to think about what may have happened to Anthony if Alpha had not been there. We are not sure what may happen to Anthony and other young men that need direction if Alpha does not continue to offer its special mentoring.

Sincerely,

TO WHOM IT MAY CONCERN

Our 18 year-old son began his relationship with Alpha Academy a little more than seven months ago. In that time, I can honestly say that we have seen a remarkable young man begin to take shape from the confused and misdirected boy who first entered the program.

Until he entered Alpha, Ian had been searching for meaning in frightening ways. The problem was becoming so intense that, two years ago, we finally enrolled him in an out of state residential treatment program (RTP). The RTP experience was a good step, as the program helped to remove from Ian nearly all of the self-destructive and self-deluding behaviors we had seen and experienced. RTP also helped to remove the large "chip" from his shoulder and eliminated his sense of omniscience and entitlement. What RTP did not do, however, was replace those old modes of thinking and compensating with new, more functional and positive ideas. This is where Alpha came in.

We enrolled Ian in Alpha in an effort to install a positive sense of identity, a realistic sense of his own capabilities, and a plan of how to accomplish responsible life goals. We can quite honestly say that Alpha has exceeded our expectation in all of these areas.

In addition to all the concrete life skills, we held the heart-felt hope that Ian would find the spiritual component of Alpha enticing. Up until that point, Ian's view of Christianity was one of condescension and mistrust. A (now) short four months after entering the program, Ian found Christ in his heart. Not in just an intellectual manner, though watching his Biblical learning is astounding, but in a life-changing salvation manner as well.

Some of Ian's challenges remain, as the staff at Alpha have not yet found a way to "cure" adolescence. We firmly believe, however, that it would not be an overstatement to say that Alpha Academy has saved our son's life, his heart, and his soul.

We would both be happy to be a source of information and encouragement for anyone else traveling the heart-wrenching path which we have been on with our son. We cannot, however, give a better suggestion than enrollment of your young man in Alpha Academy.

Yours very truly,