

BOARD OF DIRECTORS MEETING
Wednesday, April 25, 2017 5:00 p.m. at High Hopes

AGENDA

5:00 Open meeting – J. Catlett

Roll Call and Introduction of Guests
Approval of Committee Minutes
Chair Update
ED Report – Kitty Stalsburg
Introduction of Lesson Coordinator- Rachel Golden
Staff Update
Program Update

Staff Presentation – Volunteering at High Hopes

Amy Tripson, Volunteer Manager

Finance – Treasurer’s Report D. Welles

Treasurer’s Report
3Q Results
Budget Timeline

Development – J. Ridgway/S. Qua

Event
Appeal
Endowment

Governance – S. Hill Canning

Trustee and Officer Slate
Annual Timeline

Other Committees

Program
Building and Grounds
HRAC

6:15 Over/Above Presentation- J. Visiglio

High Hopes Therapeutic Riding, Inc.
Board of Trustees Meeting
January 24, 2018

Meeting called to order at 5:00 PM.

Members present: J. Catlett, J. Ridgway, J. Kangley, D. Welles, S. Smith, J. Bolles, M. Fader, K. Gibson, L. LaTerza, P. Watt, L. Giordano, T Machnick, B. Willkens, V. Newton, R. Schonberger, S. Hill Canning,
Absent excused: H. Childs, A. Russell, M. Mummert, K. Gibson
Absent Unexcused:
Staff: K. Stalsburg, S. Qua, P Coyle, H. Sundmacker, L. Olsen

Motion: To approve the Consent Agenda – Approved

Chair Update: Review of findings from the December Retreat discussed with a proposed “straw man” presented for action on the Strategic Planning Process. We will focus on the Endowment Campaign over the next 6-12 months and will plan to have a team together to focus on the Strategic Plan for early Fall. In the meantime, staff will be gathering and presenting a wide range of information.

Executive Director Report: Discussion regarding a review of 2017 Risk Management findings. Lower overall incidents with two very significant events. The October 2017 event still weighs heavily on all staff. Currently under review by DDS. K. Stalsburg reported that his hard copy file went with the ambulance and have not been returned. Protocols, rehearsals and reminders are being enhanced to prevent this from happening in the future. M. Ellis was unable to present this as she had an incident on Wednesday afternoon while stepping off of the mounting block. Instructor Training course is underway with an international contingent. Nejra from Bosnia will be here in the house for 3 months if anyone is interested in meeting her. Current program is the 24 week semester which is a bit lighter than the full academic year. Veterans program and other Training and Education events are taking place. Interviews are taking place for the full time Lesson Manager position.

Trends in Therapeutic Riding Industry – prepared by Patti Coyle and Lauren Fitzgerald. Patti reviewed this comprehensive document (see attached) and answered questions throughout this detailed presentation. This is one element of our Strategic Planning Information gathering phase. Discussion ensued regarding several areas from participant demand, competition to third party reimbursement and licensing.

Treasurer’s Report: D. Welles presented the 2nd Quarter Financials. We are ahead in program revenue due to enhanced billing and improved communication. All else on track. Staff will be working on projections. Investment portfolio is at \$4,255,851.00 as of 1/24/18. Cash on hand is sufficient for a 3-4 month timeframe.

Development Report: J Ridgway and S. Qua Thank you to all Trustees for being good stewards of High Hopes and participating in both the appeal and the endowment. Our goal is to achieve 100% in both Board and staff. Currently our annual allowable endowment draw fund less than 10% of our revenue and we want to build the endowment to increase this amount. Thank you also to those who participating in the Solicitation Training. The benefit event is in full planning mode with the Corporate Sponsorship going out this week. We are pleased to announce our headline sponsors- Dominion and Wealthstar, a great kick off to “ How Sweet it Is”. Barbara and Robin are co-chairing the auction and are looking for fresh ideas and appealing items.

Governance Report: S. Hill Canning reported that there are two prospective Trustees being interviewed, Gary Rogers and Greg Varga. Exit interviews for outgoing Trustees will be taking place over the next month. The Governance Committee will be meeting to prepare a slate of Officers and welcome input from current Trustees. They are also working on developing individual Trustee surveys so look for those in the near future.

Building and Grounds Report: T. Machnick and H. Sundmacker reported that a significant renovation project occurred at the caretaker house. Thank you to Holly and Jeff Bugbee for doing an amazing job. Currently looking for a caretaker. Discussion regarding housing needs for training and education.

Program Committee: J. Bolles presented information from the program committee. Work is proceeding on the new Resource page for the website.

Motion to adjourn Passed. Meeting adjourned at 6:25

Respectfully submitted,

Kitty Stalsburg
Secretary pro tem

High Hopes Therapeutic Riding, Inc.
Finance Committee
Meeting Minutes
January 17, 2018

Attending: Deborah Welles (Committee Chair), John Catlett, Scott Douglas (via phone), Cheryl Heffernan (via phone), Jeff Ridgway, Jean Wilczynski, Seymour Smith, Kitty Stalsburg and Lesley Olsen.

The meeting was called to order at 5:00 p.m. at High Hopes.

A general discussion was held on the potential effects of the new federal income tax law just approved. Jean has seen an upswing in people requesting information about Donor Advised Funds and other methods of gifting to charity. Time will tell if there are other effects.

Lesley present operational metrics including outstanding Accounts Receivable of approximately \$56,000 representing a collection rate on Academic Year Invoicing of 75% or better. Approximately half of outstanding balances from FY 16-17 have also been collected. Accounts Payable stand around \$39,000 of which \$30,000 is the upcoming Payroll. Liquid Cash on Hand stands at \$405,000. Kitty noted that there are some substantial bills from capital improvement projects which will be coming in shortly including renovations to the Cottage.

Debbie Welles made a motion to approve the minutes of the October 25, 2017 Finance Committee meeting. All were in favor and minutes were approved.

The group then reviewed the preliminary results of Actual verses Budget through end of Quarter 2. Seymour and the group were pleased with results to date. It was noted that the budgeted subsidy to School Groups of \$50,000 has not been awarded to date. The committee requested mid-year projections from the staff to see if we're on target to stay within budget by end of year. John Catlett requested information on Net Tuition. A discussion was held on the pros and cons of continuing the Harkness Camp Program. Utilization of staff, public appearance and participant perception of value were considered. Staff will continue their assessment and discuss with recipient organizations.

Kitty gave a brief update on the status of the Endowment Campaign noting that with gifts, pledges and intent to bequeath we have topped the \$1 million mark.

The Committee reviewed the December 31, 2017 statement from Vanguard. It was noted that with the receipt of a stock donation of over \$100,000 in December, the portfolio is over \$4 million and continues to perform well.

A preliminary timeline for the FY 18-19 Budget process was presented and accepted.

The next meeting of the Finance Committee was set for April 24, 2018 at 5:00 PM which will be a joint meeting with the Development Committee to review the FY 18-19 Preliminary Budget.

The meeting was adjourned at 5:45 p.m.

Respectfully submitted,
Lesley Olsen, Finance Director

Development Report

April 2018

Appeal Mailings - Budget goal \$285,000

Raised as of 4/15/18 \$236,783 (includes outstanding & confirmed matches and pledges to be received in current fiscal year)

Board Gifts - \$37,670 (15 out of 20 Board members - 75%)

Third appeal to mail April 23, 2018.

Endowment – Budget goal of \$200,000

Raised \$1,301,665 as of 4/15/18 \$213,132 cash received and \$1,088,308 in pledges

Board Gifts \$930,000 (12 out of 20 Board Members – 60%)

Staff Gifts \$7025 from 12 staff members (10 full time and 2 part-time)

Restricted Gifts and Grants - Budget goal \$220,000

Raised as of 4/15/18 \$166,000 (includes \$7,000 in confirmed pledges to be received in current fiscal year)

Significant grants received in the third quarter include Bodenwein Public Benevolent Fund, Essex Savings Bank Community Ballot (4th place finish), Chamber of Commerce of Eastern CT, Charter Oak Charitable Giving, Laura J. Niles Foundation.

Pending submitted requests total over \$70,000 – Kitchings Family Foundation, Community Foundation of Eastern CT General Grants and Norwich Youth, USA Equestrian Trust, Pfizer, George & Grace Long Foundation, Anne Capano Charitable Foundation, Mary E. Shea Trust, SI Financial Group Foundation

Unrestricted Gifts and Grants – Budget goal of \$150,000

Raised as of 4/14/18 \$121,400 (includes \$14,500 in confirmed pledged to be received in current fiscal year)

High Hopes Holiday Market - Budget goal of \$47,800. Attendance Goal of 2000

Raised \$39,958 Estimated Attendance 2300

Budget shortfall due to lower than projected raffle proceeds and corporate sponsorship.

Concert 2018 - Budget Goal is \$217,000 net.

Raised to Date \$121,000 (Corporate Partner payments and pledges)

Web site is up and lists all corporate partners and some auction highlights. Invitations to mail in the first week of May. Please start putting your tables together today. This year's Scholarship Video highlights one of High Hopes Veteran participants and now a current program volunteer.

HighHopes

Therapeutic Riding

HORSES AND HUMANS
IMPROVING LIVES

High Hopes Prospective Trustees Class of 2021

Gary Rogers Gary brings a lifetime career in integrated marketing communications, business development and agency management expertise from corporate, non-profit and professional services marketing positions. During his 20 years as Marketing Director at UST Inc., a leading Fortune 500 company in Greenwich, CT, Gary led new product development, brand management and marketing agency responsibilities for its billion-dollar iconic brands. Additionally, he helped generate over \$1 million in transaction-based charitable contributions through national cause marketing campaigns. He has also applied his skills to the AEC (Architecture, Engineering, Construction) industry; recently as VP Marketing of Pucuda Leading Edge Safety Systems in Madison, CT, and previously with the engineering firm Milone & MacBroom and Lane Construction in Cheshire, CT. His diverse background also includes the role of Chief Marketing Officer and founding investment partner in CareerDNA, a software firm that developed patented talent management solutions for JetBlue Airlines and CUNY College in New York. Gary served as VP of the Alumni Association Board of Directors for Manhattanville College in Purchase, NY, where he focused efforts on capital campaign strategy and brand positioning for the President of the College and Development Office. An avid supporter of High Hopes alongside his wife Linda, Gary has led corporate sponsorship efforts for the June Gala for a number of years and chairs the High Hopes Marketing Advisory Committee. Education: M.S., Leadership & Strategic Management, Manhattanville College School of Business, Purchase, NY; B.A., Biology, Colby College, Waterville, ME

Address - 123 Bishop Lane, Madison, CT

Greg Varga Greg is a Partner, Robinson & Cole LLP, Hartford Connecticut
Robinson & Cole is general practice law firm consisting of more than 200 lawyers in offices throughout New England, New York, California and Florida. As a member of the firm's Insurance & Reinsurance Practice, Greg represents property and casualty insurance companies nationally in high-exposure litigation and arbitration relating to contract disputes, claims for punitive and statutory damages, and related matters. Greg also counsels and assists clients in pre-litigation dispute resolution, and advises clients regarding open claims. Greg is the former Chair of the firm's Insurance & Reinsurance Practice and its trial training program for junior attorneys. He has been honored by his peers with an "AV Preeminent" ranking by Martindale Hubbell®, has been honored by Connecticut SuperLawyers® since 2011, and named to The Best Lawyers in America® in the field of insurance law since 2012.

Education : Boston College Law School, Juris Doctor, 1995 ;Boston College, B.A. in History, *magna cum laude*, 1991
Fairfield College Preparatory School (1987)

Address – 134 Great Pond Road, South Glastonbury, CT

Governance Committee Minutes

High Hopes Therapeutic Riding

2.20.18

Attending: B. E. Ballard, Alison Z. Darrell, Mark Fader, Andy Russell, Carol Ryland, Roger Smith, Kitty Stalsburg and Sarah Hill Canning

Slate for 2018-19: We discussed the slate for 2018-19. Our two incoming Trustee prospects are all set to go. We discussed the slate and included on our conversation the suggestions from John Catlett. One of our biggest concerns is finding someone to be Treasurer, so that Debbie Welles can have some relief. Sarah will have another conversation about the Slate with John Catlett and circle back, so we can bring the Slate forward.

Orientation: We talked about the present Mentoring Program. We think it is a good idea and it is working. We discussed Mentors for Gary Rogers and Greg Varga. We are hoping to include past Trustees as Mentors. This will do two things, it will get excellent Mentors, who know their material and the Organization and it keeps past Trustees involved and *active*. We were thinking of asking Mac Mummert to mentor Greg Varga and we thought of Laurie Laterza or Barbara E. Ballard for Gary Rogers.

Trustee Evaluation Survey from the Country School: We discussed the idea of the Survey. The Country School Survey is a start, obviously, they were striving for different things in their survey but it is a very good jumping off point. Mark Fader said he could get a copy of The Williams School Survey for us. The idea of sending a survey would be to complement the Board Survey and be used as a Board educational tool. This one would pose different questions and be more of a personal assessment. We might ask for, but not require a feedback and follow-up section on the Survey. We will continue to explore.

Exit Interviews: Sarah said she has contacted Mac and Laura. She will talk with Mac in her return from her travels about "exiting" and mentoring. Kitty would contact Debbie and Jackie.

Prospects for 2019: Jean Wilczynski. John Visiglio.

At the end of our meeting, rather than another meeting, Roger suggested we discuss the Survey and our thoughts in an email "forum". You are welcome to join in the conversation.

Next Meeting: We have not scheduled another meeting at this time.

Program Report to the BOT January 2018

1. Program Outputs
 - a. Academic 2017-2018 semester enrollment remains in progress with 76 group participants, 145 individual participants, and 9 community lesson participants.
 - b. Full-Time Lesson Coordinator has been hired – welcome to Rachel Golden.
 - c. Inquiries & Wait List continue to be managed and enrolled as appropriate. Oct - Dec:
 - i. New Participant Inquiries this quarter: 40
 - ii. (All Inquiries) Contacted & Incomplete Paperwork: 78
 - iii. (All Inquiries) Pending Assessment & Waitlist: 7 *Assessments have been on hold in Megan's absence. Will resume soon in preparation for summer program.*
 - iv. Accepted this quarter: 7
 - v. Closed this quarter: 9 *(mostly inquiries older than 6 months with no response)*
2. Staff Development included a live risk-management scenario rehearsal and an instructor role-play to explore effective teaching techniques.
3. Special Programs
 - a. Pilot program in collaboration with L+M "My Horse and Me" in January was a success with 8 participants, and we would like to this program again next year.
 - b. Willow's Birthday Party- 2/11/18- 12 individuals
 - c. Essex Meadows Field Trip 3/28/2018
 - d. SCADD (addiction recovery) Field trip Jan 2018
 - e. Future Events: Arthritis foundation facility rental/ field trip planned for 4/21/2018; Immersion Screening planned for 4/28/2018
 - f. Two interns at High Hopes through May (Peri Smith and Caroline Crowell)

Volunteer Inquiries January-March: 70

Volunteer Trainings

Attended GO: 45

Attended SW: 40

Attended HH: 0 (New training plan implemented see below)

Of the 45 individuals who went through a GO in the last quarter we have 27 of them who have or at one point in time picked up a permanent or sub spot. That is a 60% rate of retention.

Outreach Events

LEARN Disability Summit (March 10th) – Volunteer attended

LYSB Camp Fair (March 28th) – Volunteer attended

Volunteer Groups -UConn Dressage Team – Tack cleaning (12 people), March 3rd

Special Mentions

March 17th – Open House: drew approximately 40 family including those interested in volunteering, participating, and just seeing the facility. A few staff including Sara Qua, Kitty Stalsburg and Amy Tripson helped organize and an amazing team of volunteers helped to ensure the day went smoothly and that everyone had an amazing time.

Volunteer Program Assessment (VPA) – run by George Mason University to look at volunteer programs and volunteer satisfaction in those programs. Currently waiting on results from GMU.

Horse Handler Training Development: looking to develop the horse handler trainings to be more thorough and more vetted so that we are developing horse handlers who are skilled, safe and comfortable in their role.

Equine Operations Director Board Report
April 2018

Horses:

- Current herd stands at 24, with loss of “Hummer” in April and addition of “Axle” in March.
- Next trial horse arrives 4/15/18.
- All horses will receive annual examinations and vaccines and see the veterinary chiropractor next week.

Horse workload efficiency for the January through April 14th:

Maximum available horse usage (all horses working at their maximum availability) was 2,337 units

Actual available horse usage (this is maximum less unsound or unwell horses) was 2,242 units, 96% of maximum

Actual utilized horse usage was 1,680 units, this equals 75% of actual available usage (349/38% in Winter 16-17, 2484/82% in Spring 2017, 1681/77% in Summer 2017, 2072/73% in Fall 2017)

In a nutshell: This semester, the horses were available to work 96% of their capacity and were utilized at 75% of their availability.

It is worth noting that a very busy weather cancellation season made actual utilization lower than normal.

Facility:

17-18 capital updates completed in 3rd Q:

- Tack room doors and insulation/proper ceiling replaced/installed.
- Replacement of aged and unsound 4 wheel drive ATV for use in farm chores.

17-18 capital updates to be completed in 4th Q:

- Updated bathroom fixtures in 3 baths in main building.
- Improvements in footing to path leading to pastures and equipment shed.
- Resurfacing of entry driveway.

The Building and Grounds Committee is reviewing bids for an LED lighting conversion project that will replace barn, arena and exterior lighting fixtures with LED upgrades. This will utilize incentives offered by Eversource and should significantly lower our annual electric and maintenance costs.

Other capital updates proposed for FY 18-19 include replacing two run-in sheds, footing refresh in the arena, some equipment purchases for grounds maintenance and a handful of other small maintenance projects.

January – April 2018 T & E Update

- January 2018
 - Instructor Training Candidates (ITC's) January-March 2018
 - 2 candidates completed the full January PATH Approved Instructor Training Course in March 2018; 3 candidates completed the 'educational components' of the course; 1 candidate returns this summer to complete her mentored teaching hours and subsequent certification
 - Total ITC Tuition fees and housing fees collected for 2017-18 fiscal year:
 - Tuition of \$33,825 vs. budget of \$ 34,750
 - Scholarship awarded \$1,500 vs. budget of \$2,000
 - Total Housing fees collected \$6,500 vs. budget of \$7,200
 - Inside the Equus Effect – three-day course providing first-hand experience working with veterans.
 - 16 attendees
 - Fees collected \$3,750 plus one HH attendee (value \$750) vs. budget of \$5,000 (reduced from 4 to 3 days).
 - Winter Lecture Series (January and February)
 - 7 outside individuals attended a total of 15 lectures
 - Fees collected \$700
- February 2018
 - Autism and Sensory Processing One Day Workshop
 - 14 individuals attended including 3 ITC's
 - Fees collected \$1,375 vs budget of \$1,250
 - Business Admin and Fundraising Two Day Workshop
 - 3 individuals attended
 - Fees collected \$750
 - Two workshops cancelled due to low attendance
- March 2018
 - ABC's of Behavior Management one day workshop
 - 13 Individuals attended
 - Fees collected \$1,165 vs. budget \$1,200
- April 2018
 - Therapy Horse one day workshop (rescheduled from March due to weather)
 - 13 individuals attended
 - Fees collected \$2,195 vs budget of \$1,750
 - ESMHL – Equine Specialist in Mental Health and Learning Workshop and Skills Test
 - 23 candidates attended
 - Fees collected \$12,970 vs budget of \$11,150
 - 2 Advanced On Demand certifications
 - Fees collected \$1,300

Review of Training and Education ROI and Sustainability

- Will be offering the PATH Intl. Approved Instructor Training Course August – October 2018, however will not be offering in 2019 as High Hopes reassesses ROI and delivery options.
- As we pursue our strategies for succession planning and in preparation for the PATH Intl. separation of education and certification, we will be re-examining ways to deliver industry education. Our objectives include:
 - Reduce our reliance on PATH Intl. revenue producing workshops
 - Develop High Hopes branded revenue generating offerings to meet the educational needs of the EAAT industry
 - Reduce expenses and ongoing need for 'year round' High Hopes staff and resources while providing meaningful and beneficial industry education.
 - Create a sustainable framework for High Hopes Training and Education