

High Hopes Strategic Plan Implementation

PROGRAM			
Goal: Develop and maintain sufficient resources to facilitate the creative exploration of new and emerging programs, thus creating an investment in investment is necessary in forming best practices to share within the field.			
Action Steps	Responsible party	Due Date	Status
Explore and define opportunities that can reach more participants.	PD, with Program Task Force	Spring 2015	Complete
Identify prospective populations; conduct outreach.	PD	Summer/Fall 2015	Complete
Gather information from peer programs; i.e., personnel role, organizational structure and program offerings.	PD, with Program Task Force	Spring 2015	Complete
Evaluate organizational model against current need and make recommendations if appropriate.	MT, HRAC	Winter 2016	Complete
Research other recreational and medical program models for services for people with disabilities. These models include therapeutic riding as well as programs outside the field. Examine current service delivery model.	PD, Program Team	Summer 2015	Data compiled

High Hopes Strategic Plan Implementation

Investigate reimbursement options for services.	FD, PD, Program Staff	Winter 2016	
Develop evaluation criteria for programs which consider both resource and demand.	PD, Program Staff	Spring 2015	Complete
Continue to utilize and refine program template.	PD, Program Committee	Spring 2016	In review
Create long term vision and work with State of CT to determine future programs in Waterford.	PD	Winter 2015	State Provider is not an option; working with Commissioner to determine if alternative funding source is available
Identify unmet need and subsequent demand for service through community outreach.	PD	Fall 2015	Significant findings in need for mental health services and educational services
Develop three year plan for activities to address demand.	; Finance and Development Committees	Spring 2016	In process
Offer new services to meet need.	PD, Program Staff	Fall 2015	Complete

High Hopes Strategic Plan Implementation

Examine scheduling options which will optimize facility usage and potential revenue generation.	PD, ED, FD	Summer 2015	Schedule examination complete
Create long term plan for Camp Harkness with consideration for a multi-seasonal program.	PD, Program Staff	Spring 2016	on hold
Ensure that sufficient resources are in place to provide desired services.	MT	Fall 2015	Complete for Winter 2016; In process for future
Hire new Program Director, ensure succession planning.	ED	Winter 2016	Complete
Consider potential role and possible development of a program committee.	PD	Spring 2015	Complete
New Program Committee meets with Program Staff.	PD,ED/T&E, Program Committee	Winter 2016	In process
PROGRAM			
Goal: To thoroughly understand the value proposition for participants, current theories and best practices. Assess High Hopes performance			
Action Steps	Responsible party	Due Date	Status

High Hopes Strategic Plan Implementation

Research best practices within the field and in other emerging fields.	FD, ED, PD	Spring 2015	Survey complete
Examine scheduling options at main site.	PD, ED, FM	Spring 2015	Complete
Pilot changes for winter and 2016-2017.	Staff	2016-2017	Complete
Conduct satisfaction surveys.	PD, Program Task Force	Spring 2015	complete; Redo in Winter/Spring 2016
Build impact and outcome criteria to test new program offerings.	PD, with Education Specialist	Spring 2015	Complete
Pilot collective outcome project.	PD	Fall 2015	Complete
Collaborative grant and participation in TRAIN.	DD, PD, Staff	Spring 2016	In process
Integrate GAS Goals with Academic program participants.	Education Consultant, Program Staff	Spring 2016	In process

High Hopes Strategic Plan Implementation

PROGRAM/T&E			
Goal: Expand Training and Education activities that are critical and impactful to the field on a national and international level.			
Action Steps	Responsible party	Due Date	Status
Training and Education Director hired.		July 2014	Complete
Develop T&E 3 year business plan.	TED	September 2014	Complete, updates ongoing
Explore demand for distance education; topics, required technology and potential revenue.	TED, Consultant	Spring 2015-16	Presented 2015; Equipment purchase 2016; Detailed Plan Presented. See T&E Bus Plan Goal 3&4.
Research housing options and develop proposal	TED, EOD, BGC	Initial research completed 11/2013; consult with BGC	Ongoing; B&G meeting in Nov. to begin exploration of on site options. PC and HS to meet with B & G in Jan 2016 to discuss options
Expand and market consulting services.	TED, ED	Ongoing	Initial marketing information created and in use; meeting current demand initiated by referral/word of mouth based on HH reputation; line item in budget; See T&E Bus Plan Goal #3
Design and market High Hopes branded educational offerings.	TED, CM, SPC	Spring 2016-17	See T&E Bus Plan Goal #4

High Hopes Strategic Plan Implementation

<p>Expand and institutionalize relationships with high education sites (Post, UCONN, JWU, etc.).</p>	<p>TED, SPC</p>	<p>Spring 2016</p>	<p>See T&E Bus Plan Goal #4; UCONN in process; JWU practicum alliance in consideration. Update 12/15/15: Financial as well as graduation options under consideration at this time.</p>
--	-----------------	--------------------	--

High Hopes Strategic Plan Implementation

INFRASTRUCTURE			
Goal: Conduct capacity analysis to identify physical constraints in all areas; develop long range plan that would promote expansion and increase efficiency.			
Action Steps	Responsible party	Due Date	Status
Conduct technology audit	MT, Consultant	Fall 2014	Complete
Investigate database options.		Spring 2015	Complete
Fund and implement a technology plan to accelerate organizational transformation, productivity and sustainability.	FD, OM, ED, DD	Spring - Fall 2015	Complete
Examine current facility and property plan to assess potential future development opportunities; re-examine second indoor arena; examine building function and traffic flow patterns.	EOD, B&G committee	Spring 2016	In process

INFRASTRUCTURE

High Hopes Strategic Plan Implementation

Goal: Assess organizational structure and overall human resources for proficiencies, workflow, and efficiencies.

Action Steps	Responsible party	Due Date	Status
Conduct SCRUM for personnel to examine workflow efficiency.	ED	Spring 2015	Complete
Work with HRAC to identify ideal org structure which will allow room for growth and organizational learning.	ED, HRAC	Spring - Summer 2015	Complete
Create plan to address those needs and anticipate future HR requirements, including investment in staff education and retention.	ED, HRAC, MT	Spring 2016	on going

High Hopes Strategic Plan Implementation

Staff Survey and Retreat.	ED, Consultant	Fall 2015	Complete
---------------------------	----------------	-----------	----------

Create succession plan for personnel with accurate policies and procedures documented to support institutional knowledge retention and employee transitions.	ED, MT, HRAC	Spring 2016	
--	--------------	-------------	--

INFRASTRUCTURE
Goal: Assess volunteer needs.

Action Steps	Responsible party	Due Date	Status
--------------	-------------------	----------	--------

Create strategic workgroup to examine volunteer processes.	PD, VM	Spring 2015	Complete- Reinitiate summer 2016
--	--------	-------------	----------------------------------

Identify opportunities and define measures to address those needs in the future.	PD, VM	Spring 2016	In process
--	--------	-------------	------------

Increase ability of volunteer management to develop a scalable volunteer model which will also support additional sites as needed.	PD, VM	Summer/Fall 2016	In process
--	--------	------------------	------------

High Hopes Strategic Plan Implementation

Research best practices and investigate alternate models.	PD, VM	Winter 2015	Complete
---	--------	-------------	----------

Invest in volunteer education and retention; distance education option.	VM	Spring 2016	Ongoing
---	----	-------------	---------

INFRASTRUCTURE

Goal: Examine herd potential and development to meet the needs of current and expanded programs.

Action Steps	Responsible party	Due Date	Status
--------------	-------------------	----------	--------

Assess current herd, management and development plan to meet future anticipated needs.	EOD, PD, LM	Spring 2015	Complete
--	-------------	-------------	----------

Work with satellite and program task force groups to identify equine needs.	EOD, PD, LM	Winter 2015	Completed for 2016 summer recurrent annually
---	-------------	-------------	--

Create a plan to procure and manage additional equines.	EOD, ED, PD	Spring 2015	Complete
---	-------------	-------------	----------

FINANCE

Goal: Create a robust financial model capable of supporting program growth and innovation. Develop recommendations to address funding gap.

High Hopes Strategic Plan Implementation

Action Steps	Responsible party	Due Date	Status
Evaluate 5 year capital projections and source major project estimates.	EOD, BGC, MT	Winter 2015	Complete/updated bi-annually
Optimize tuition and scholarship policies.	FD, ED, PD	Winter - Spring 2015	In process
Analyze expenses to maximize savings and increase efficiencies.	FD, OM, MT	Winter 2015	Ongoing
Develop new revenue generating activities.	MT	Fall 2016	Ongoing
Develop long range plan to address sustainability needs with targets for earned revenue and scholarship.	MT	Fall 2015	In process
Work with consultant to enhance current fund development activities and increase development revenue.	DD, ED	Spring 2015	Complete

High Hopes Strategic Plan Implementation

Evaluate potential community campaign.	DD, Development Committee	Winter 2016	Ongoing
--	---------------------------	-------------	---------

High Hopes Strategic Plan Implementation

GOVERNANCE

Goal: Cultivate organizational understanding and practices to recognize that Board participation in fund development and philanthropy are critical to

Action Steps	Responsible party	Due Date	Status
Examine current policies and practices of the Board and Committees to ensure that they are aligned with organizational needs.	COT, ED	Winter 2016	In process
Review and refine bylaws and committee structure.	COT, ED	Winter 2016	In process
Increase engagement of staff and Trustees in fund development activities through ongoing education, preparation and training.	DD	Fall 2016	In process
Expand diversity on committees and Board to increase community involvement and to support a culture of innovation and philanthropy.	COT	Winter-Spring 2016	In process

KEY	
BGC	Building and Grounds Committee
CM	Communications Manager
COT	Committee on Trustees
DD	Development Director
ED	Executive Director
EOD	Equine Operations Director

High Hopes Strategic Plan Implementation

FD	Finance Director
HRAC	Human Resources Committee
LM	Lesson Manager
MT	Management Team
OM	Office Manager
PD	Program Director
SPM	Special Programs Manager
SPC	Special Programs Coordinator
TED	Training & Education Director
VM	Volunteer Manager